

# TRAINING NO-NO'S TO AVOID GETTING L&D RIGHT



- ★ Unleashing People Potential
- ★ Optimising Organisational Performance
- ★ Increasing Return on Human Capital Investment



# WHY TRAINING?



# TYPICAL REASONS

**PERFORMANCE  
IMPROVEMENT**

**BENCHMARK  
PERFORMANCE  
IMPROVEMENT  
EFFORT**

**"PILOT", OR  
TEST, A NEW  
SYSTEM**

**PART OF AN  
OVERALL  
PROFESSIONAL  
DEVELOPMENT  
PROGRAM**

**SUCCESSION  
PLANNING**

**TO TRAIN  
ABOUT A  
SPECIFIC TOPIC**

# GENERAL BENEFITS





# **COMMON OBSTACLES**

## **Training No-No's**



# **HK NEAR BOTTOM!**

**More than a third (34%) of employees said they couldn't name a point where they felt motivated at work in 2015**


**The Global Perspectives survey, released by global research firm ORC International, placed the HK 20th out of 20 countries**

**A survey of more than 7,000 employees across 20 countries suggests HK employees have some of the lowest engagement with their jobs in the world**

**Only 37% of HK workers felt they were encouraged to be innovative**

**A third of workers did not feel motivated once in 2015**

# SOME COMMON ISSUES



Managers look erroneously upon training as the solution for a host of business productivity problems

Managers can't communicate what's needed; trainers can't ask the right questions

Managers can also be threatened by training that illuminates negative issues

Remember that boring professor who knew so much, but lost you in 10 minutes?



THE  
BUDGET  
IS  
KILLING  
ME!



# TRUE COST

- ▶ Training budgets first to be cut due to unclear business value
- ▶ The justification is, ALWAYS, that L&D is not one of the most business-critical costs, and therefore not an essential cost
- ▶ Lack of interaction between learning and development staff and business leaders
- ▶ A drop in productivity
- ▶ An increase in staff turnover (and what that costs)
- ▶ Logistics
- ▶ Wages during period of low productivity

**MOVE AWAY FROM THINKING TRAINING IS A COST TO BE MINIMIZED,  
TO THINKING IT IS AN EXPENSE THAT CAN HELP ACHIEVE COMPANY GOALS**



# GETTING L&D RIGHT



**EFFECTIVE  
LEARNING AND  
DEVELOPMENT  
BEGINS WITH  
INVOLVING THE  
RIGHT  
STAKEHOLDERS**



**LEARNING AND  
DEVELOPMENT IS  
A TOOL USED TO  
EQUIP EMPLOYEES  
TO MEET  
STRATEGIC GOALS**

# BUILD A STRONG BUSINESS CASE

1. Is there really a need for training?
2. Do all employees need training?
3. What are the expected outcomes?
4. How will the training move us closer to our goals?
5. What are management's expectations?
6. What resources will the training require?
7. What will the training cost?



# ORGANIZATIONAL ALIGNMENT

1. How well your proposed learning aligns to business strategy
2. The proposed learning activity's ROI
3. What learning activities should be prioritised based on their business impact
4. The business impact of failing to do training that does not fit within your budget
5. The commercial business case for your training budget beyond it just being "really important"

# MAKING THE CASE

- ▶ The success of training can be argued via its return on investment
- ▶ Training needs to be a strategic priority for it to be effective
- ▶ Employees need to feel comfortable taking the time to attend training
- ▶ Training needs to be an integral part of organizational strategy = INVEST!



# MEASURE IT

- ▶ Training for training's sake is not a good use of resources
- ▶ There needs to be a feedback mechanism to assess from the workers' standpoint, if training is effective
- ▶ Measurement is not a one time-thing. Follow-ups should be conducted on a regular basis, to determine if the programs need adjustments



# A COMPETITIVE EDGE

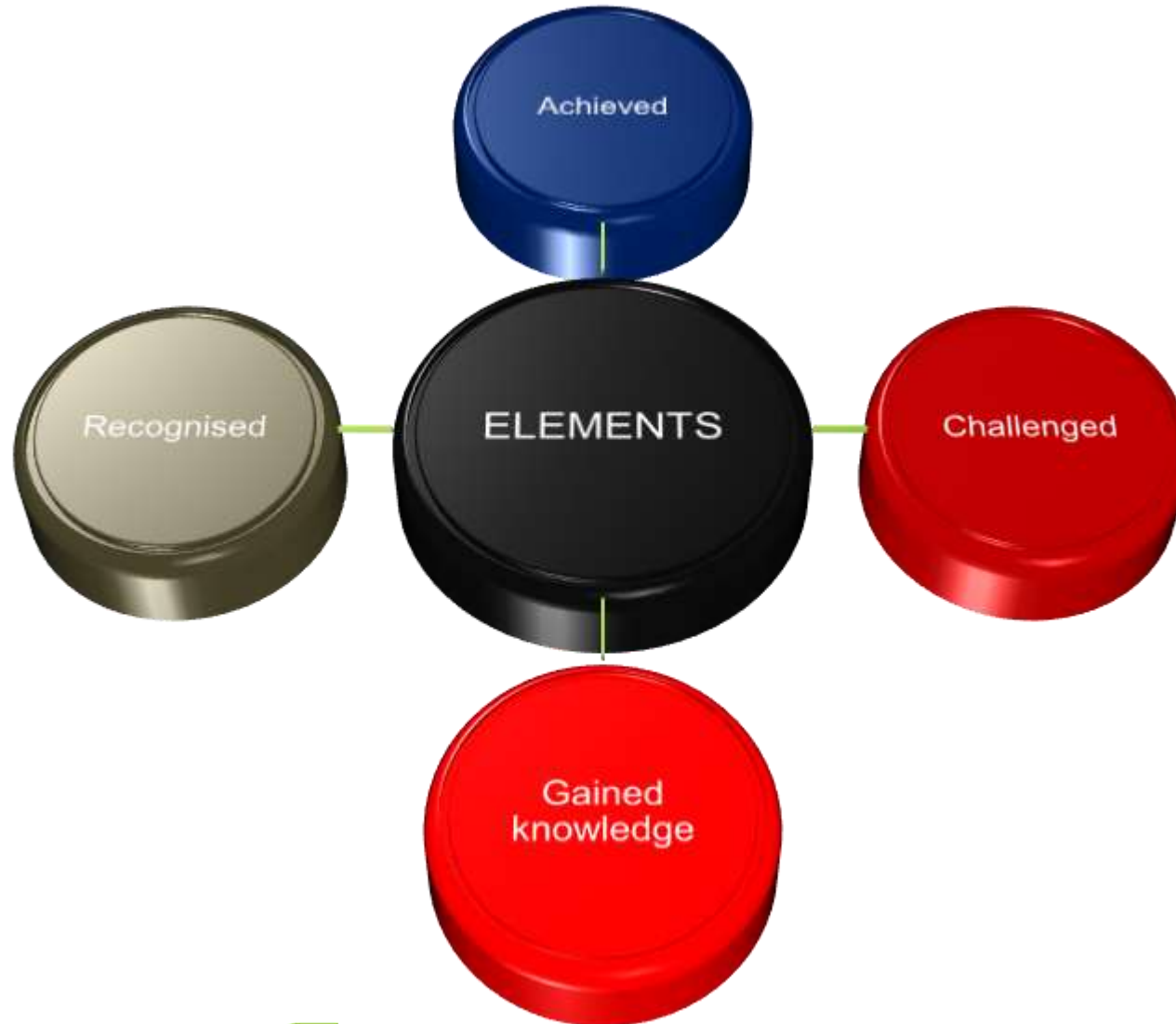


Lorri Freifeld (Editor-in-chief – Training Magazine) explains that turnover leads to:

- Lowered productivity
- Overworked remaining staff
- Lost knowledge
- Training costs
- Interviewing costs, etc.

- ▶ Employees feel more valued when corporations spend the time and the money to invest in them
- ▶ If an employee feels like they are being invested in, they will invest in their work.

# MOST MOTIVATIONAL ELEMENTS



# 8 TIPS

1. Encourage innovation and create an environment in which employees feel free to learn and innovate and – most importantly – that they have a real stake in their company's success
2. Ensure that learning is a key part of your company's philosophy
3. Find out where the critical talent segments lie and use this to get information on decision-drivers
4. Allow for a high degree of personalisation in training and development
5. Think holistically about engagement and employee development
6. Concentrate on increasing the satisfaction and engagement of participants through training programmes, rather than just on wider business benefits
7. Show your staff that you're serious about their development by investing both time and money
8. Make sure you get feedback on any training you run to determine employee satisfaction and engagement



# IMPACT OF LEARNING AND DEVELOPMENT



**If your organization values its employees, it's not too much of a leap to see how investing in your employees will make the organization stronger**



**Jessica Rohman**  
**Senior Content Producer**  
**Great Places to Work**



**In essence, learning and development  
is at the core of what high impact  
performing organizations do.**



**Todd Tauber**  
**Vice president**  
**Learning & Development Research**  
**Bersin by Deloitte**




# GRAVAL



EMPOWERING PEOPLE TO WIN

成就人才，成就企業

## CONTACT US

- ▶  Tel : +852 3752 1830
- ▶  Email : [service@gravalgroup.com](mailto:service@gravalgroup.com)
- ▶  Website : [www.gravalgroup.com](http://www.gravalgroup.com)



Unleashing People Potential  
Optimising Organisational Performance  
Increasing Return on Human Capital Investment