

# TRAINING AND DEVELOPMENT – ENHANCING TRANSFORMATION?



***“Does training have a tangible impact on the development of people?”***

In order to understand the ROI on training, Fortune 500 companies studied the effect of training measured by the impact on productivity. The results were appalling! The actionable transfer rate was between 0% & 20%.

The best of the training companies were hired and the numbers did not change.

Now the question that was being asked changed to, ***“What are the factors within an individual that creates openness to training?”***

Three critical questions were researched by organizations:

1. ***“Does training have a tangible impact on the development of people?”***
2. ***“What are the factors within an individual that creates openness to training?”***
3. ***“What do organizations have to do to ensure that training impacts the productivity of people?”***





*“If the doors of perception  
were cleansed, everything  
would appear to man as it  
is, infinite.” –*

**William Blake**

After extensive research by these Fortune 500 companies, three factors were identified to impact change in participants:

1. Mindset of the participants
2. The ability to see and handle challenges
3. The power to shatter the glass ceilings in growth

The organizations then asked the third, and most critical, question --- ***“What do organizations have to do to ensure that training impacts the productivity of people?”***

The focus then shifted to the managers and what their role should be in ensuring growth. The rest of the article focuses on ways in which the managers can create workplace environments that encourage implementation of learning and sustained growth and development of people.

### **1. Mindset of the participants:**

Those participants who are in a constant search for growth and change are the ones that benefit the most from programs on training and development. However the manager needs to create a supportive learning environment within the team and clear rewards and recognition for new approaches. This will encourage the participants to bring the learning back into the workplace.

Hence it is important for leaders and managers to be intimately involved in the training process to help provide the support and impetus for guiding their employees as they apply their learning in their daily functioning.

**Training therefore is only the first step, not the total solution.**

*“The power to question is the basis of all human progress.” ---*

**Indira Gandhi**



## **2. The ability to see and handle challenges:**

Managers can develop the ability in people by asking questions and encouraging people to come up with alternatives to handle problems. In yesteryears managers were seen as experts and had to have answers to all questions that were asked. But in today's world where independent and rapid responses are the key elements to handling a competitive market place, it is important to use questions to explore challenges.

*“The power to question is the basis of all human progress.”-- Indira Gandhi*

As new ways of doing things are implemented after the sessions on training and development, almost always resistance from the managers is encountered. Most people abandon the change at this juncture as they find the resistance too difficult to handle. But using questions at this juncture will help the manger to understand

his/her fears or discomfort and also the other person's logic.

## **The power to shatter the glass ceilings in growth:**

*“If the doors of perception were cleansed, everything would appear to man as it is, infinite.” --- William Blake*

Growth only comes from the understanding of infinity. The narrow confines of assumptions and boundaries cannot nurture exploring the unexplored.

The participants who approach training and development as an opportunity to be exposed to different points of view, will be able to stretch the boundaries, exploring what is possible, and beyond. They will be able to push themselves and the issue, test and probe to breakthrough the boundaries of the tried and familiar and



*“If at first the idea is not absurd, then there is no hope for it.” –*

**Albert Einstein**

the boundaries of the tried and familiar and stretch to the infinite.

The edge of inventiveness is often beyond the realms of knowledge. Stretching thought into areas that are not possible in reality stimulates creative insights.

Einstein's experiment in thought helped him develop the Theory of Relativity. He imagined riding on a beam of light. Although this was not realistic it resulted in his understanding of how light and time worked.

***“If at first the idea is not absurd, then there is no hope for it.” --- Albert Einstein***

In 1836 Sir Francis Pettit Smith, one of the early

developers of the screw propeller, tested his design. During the test, half of the screw propeller broke off—what a failure! His initial dismay turned to joy when he realized that this cause the boat to increase in speed. Thus was formed a new and more efficient design of a boat.

To sum up, the participants who make the major changes are the ones who are open and enthusiastic to generating new and innovative ways of doing things. They are the caterpillars that are excited about turning into a butterfly even though they know that they have to go through a grueling process of transformation in the cocoon. So it is important for the manager to construct an environment that encourages risk taking and creative thinking.

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