

# How to Get the Biggest ROI from Your Department Training

by Rebecca Morgan, CSP, CMC

You have decided the best way to train your team is via a department-wide training session. This can be a smart option and can yield big dividends. But only if you have a plan for what you'll do before, during and after the session(s).

If you have invited me to work with your team, then you and I are partnering to make the training a success. By working hand-in-hand, we can ensure you get the biggest ROI from our work with together. Following are some ideas to get the biggest return on time and investment.



Show the staff that you think the training is important. You do this by your words and actions.

## Before:

- Be enthusiastic about the training
- Discuss with your staff why you think this training is important
- Meet with each team member and determine three areas you want him/her to focus on during the training.

## During:

- Attend the training. Your presence says that this is really important. And *be* present — don't read, take cell phone calls, do paperwork or work on your laptop during the session.
- Participate actively — don't sit in the back or "audit" the training.
- However, in a small group discussion, let others take the lead. Jump in if conversation lags or they get off track. They have more buy-in when they think of the ideas.
- Spread out — managers shouldn't sit together.
- Sit with people other than your department if the training involves several departments.
- Be vulnerable — admit when you've done something wrong, or challenges you still face.
- Take notes — even if the notes are on how you'll adapt the info. to your group.
- Encourage others.
- Avoid side talk, leaving the room, coming in late.

## **Afterward:**

- Within a week, discuss what each of your team plans to do differently as a result of the training. Get each person's list so you can acknowledge them when you see them practicing the new idea.
- Solicit your staff's ideas on how to improve on the areas the training discussed.
- Keep the conversation alive. At every staff meeting, take one concept from the training and reinforce it.
- Before a staff meeting, assign the staff to read one of my articles from <http://www.RebeccaMorgan.com>. You are welcome to use any of them that would be useful to you. Then in the staff meeting, discuss the concepts and how you can apply them to your situations. Or, better yet, subscribe to the Managers Discussion Guide Program at [www.ManagersDiscussionGuideProgram.com](http://www.ManagersDiscussionGuideProgram.com) and get a new topic each month to discuss with your staff.

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