

# Planning to Train

**7 steps in devising  
results-focussed training**

**Kevin Burden, Fojo Media Institute  
[kevin@media-leaders.com](mailto:kevin@media-leaders.com)**



# **Basic principles**

- Effective training is designed to meet a specific need to improve participants' performance in the workplace
- The need may arise from poor performance, promotion, new technology or processes, change of role, etc
- Having a clear course objective is highly motivating, keeps everyone focussed, and makes reaching the objective extremely rewarding.

# 1. Identify a SMART objective



Everyone needs to know where they are going and how they will recognise if they get there.

What are we aiming for?

How will we know if we've reached it? The answer to this question may help to further define the objective.



# 1. Identify a SMART objective

SMART =

- Specific – what is the desired outcome, exactly?
- Measurable – how will we know if/when we've reached the objective? (the answer to this question may help redefine the objective)
- Achievable – given the time, skills and resources available
- Resourced – are we able to provide the resources we need?
- Time-bound – what is the deadline for success?



# 1. Identify a SMART objective

For example:

*“By the end of the two-day workshop, participants will be able to take and edit images suitable for use online using readily available free and open source software.”*



- **2. Identify the key skills needed to**
- **meet the objective**



What KNOWLEDGE, SKILLS and ATTITUDES are required?

## ■ 2. Identify the key skills needed to

## ■ meet the objective

- KNOWLEDGE: what do we need to KNOW?  
(image sizes for online, resolution, passwords for the CMS)
- SKILLS: what do we need to be able to DO:  
(compose a picture creatively, use editing software, use the CMS)
- ATTITUDES: what do we need to FEEL?  
(motivated to learn a new skill set)

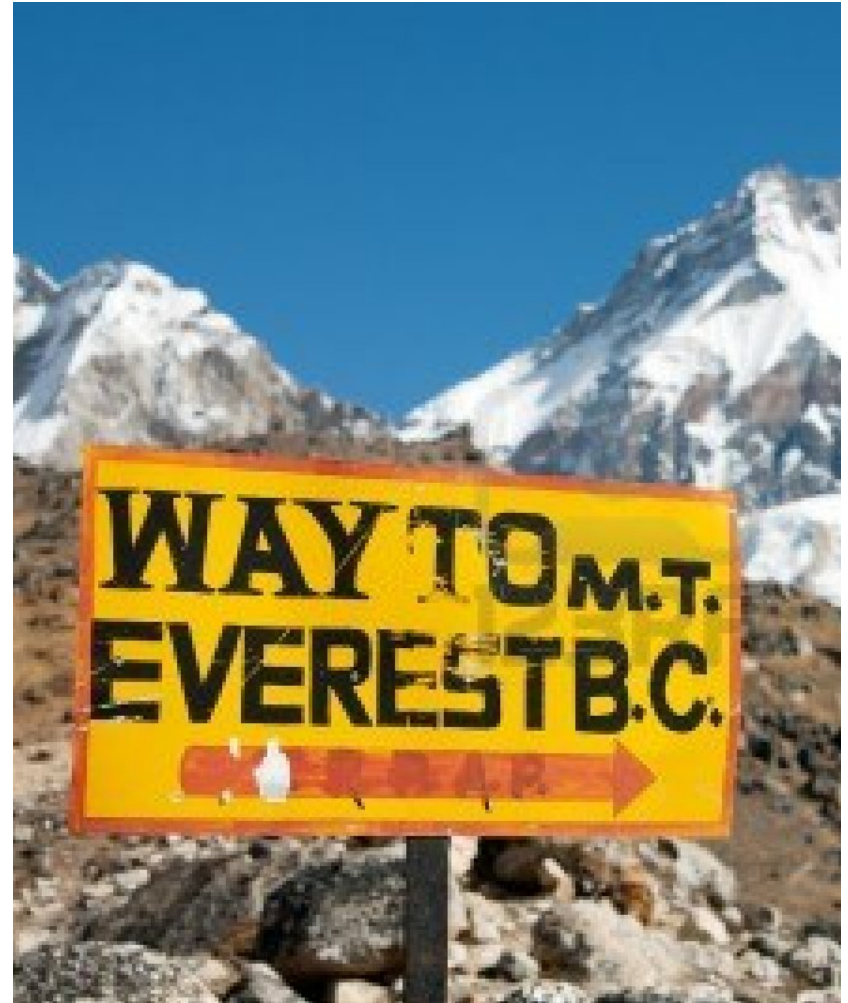
### **3. Identify existing skills levels**

Where is the starting point – and what are the skills of the team?

Are there big differences within the team?

How can you find out their skills – in advance and during the training?

Do you need to revise the objective? Will you need to revise it later?





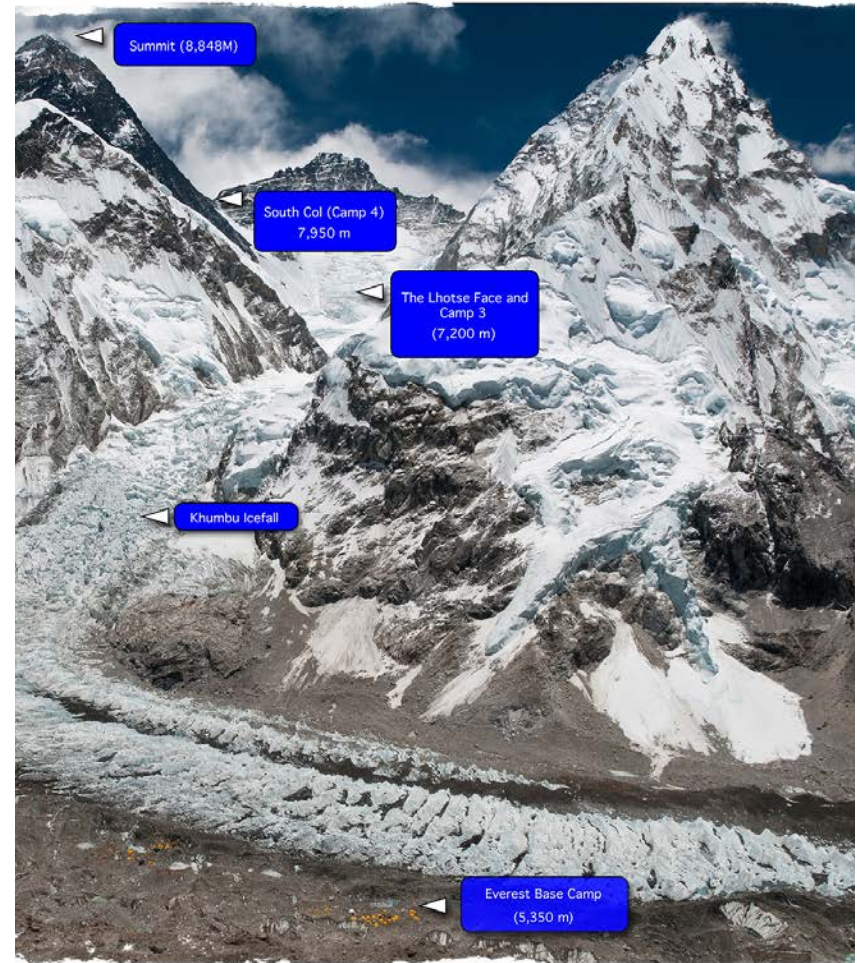
## 4. Plan the training

What is the best way to organise the training?

Are there some skills that must be learned first?

What is the availability of resources?

How can we keep participants interested?



## 5. Plan each session

Use appropriate  
'delivery' (training  
techniques) for  
each  
**knowledge (K)**  
**skill (S)**, or  
**attitude (A)**,  
sometimes also  
referred to as  
behaviour





## **5. Plan each session**

- People learn in different ways from each other and at different times
- There is a great variety of training techniques: a 5-minute brainstorm identified 35 of them!
- Some techniques ‘push’ knowledge; others ‘pull’ attitudes. Skills learning requires a mix.
- Effective training uses a variety of techniques to meet all learners and consolidate learning

## **5. Plan each session: template**

<b>Session title:</b>		
<b>Session objective:</b>		
<b>Follows:</b>		
<b>Is followed by:</b>		
<b>Key learning points:</b>		
<b>Delivery methods:</b>		
<b>Resources:</b>		
<b>Duration:</b>		





## 6. Deliver the training



Ensure that your team stays with you!  
How will you know if they are keeping up?



## 7. Measure success

You need to know if the training has been effective.

Has the objective been reached?

Will it, but later?

If not, how can we get there?



# Planning training:

## Seven steps up the mountain

1. Identify a SMART objective that meets a real training need and which will result in a measurable improvement in performance in the workplace
2. Identify the skills, knowledge and attitudes required to meet the objective
3. Identify the existing skills, knowledge and attitudes of the trainees. You don't need to train in these.
4. Plan the overall workshop, taking account of the available resources and energy levels of the participants
5. Plan each session, using appropriate and varied delivery techniques
6. Deliver the training, making sure all the time the whole group is with you
7. Measure success. Was the objective achieved?