

Best Practices White Paper



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Top 10 Training Best Practices for Effective Learning and Development Programs

by Tris Brown, President & CEO, LSA Global

Best companies realize that only through effectively and continuously developing and training their employees can they acquire the core competencies needed for competitive advantage and flexibility. In addition, these companies are realizing the benefits of self-development by encouraging a work habit of reflection and learning. In these companies, learning is built around action rather than theory. Instead of learning about strategic planning or marketing, participants develop a strategic plan or a marketing proposal for their own department.

The most effective training and development programs today have the following features incorporated:

1. **Strategy driven:** All training and development programs cascade down from the overall strategic goals. No programs are developed and implemented unless they produce results that are identified as critical to the strategy or business initiatives. There should be explicit alignment between programs, learning objectives, and business objectives.
2. **Positive cost/benefit ratio:** Training today is not only strategically linked, but is also subject to the same measurements as every other business activity. It must show a return on the investment, either in the long term or the short term. Best companies now realize that many training and development initiatives take years to fully achieve their goals. These timeframes, however, are identified up front, where possible, and the programs evaluated at that point. (See ROI- Evaluating Results for further details.)
3. **Supported by key strategies, systems, structures, policies, and practices:** Organizations that receive a true return on their learning investments ensure that learning is aligned with and directly supported by key areas such as organizational structures, lines of authority, decision making, values, planning, budgeting, career development, information sharing, compensation, performance management, rewards and recognition, staffing, recruiting, and succession planning. These direct links help to both set boundaries and reinforce desired results.
4. **Driven through many channels:** Leading organizations investigate and utilize multiple modalities such as the classroom, workplace, blended learning, eLearning, technology support tools, and co-workers to ensure that people get the right skills at the right time, in the right way, and at the right cost to succeed. Modalities are selected to match specific learning styles, business issues, budgets, and cultures.
5. **Maximize employee ability and potential through shared accountability:** Best companies are tapping the ability and potential of their employees through self-directed training and development. Employees are encouraged to identify their own needs, create individual learning plans, and to seek learning opportunities. Depending upon the kind of culture an organization is trying to create, the responsibility falls on the individual, his/her boss, his/her peers, and the organization. Training strategies are aimed at knowledge retention and transfer to the workplace, enabling employees to be more effective and to acquire more skills.

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6. **Work-related training:** Knowledge and skills that are acquired through training and development programs are relevant and useful, both to the organization and to the individual's work requirements. Employees only participate in programs that will add to their current and future work effectiveness and that will contribute to organizational success.
7. **Learning by doing:** Best companies are training their employees by having them perform "real" tasks and projects in a training environment and on-the-job. Rather than teaching theory and expecting employees to apply it to their own work, these companies are enabling employees to learn in their own way, and often at their own pace, through assignments that closely resemble their own work.
8. **Transferability of knowledge and skills back to the job:** One of the most important elements of best practice training and development is that it is easily transferred back to the workplace. This is achieved through the timing of the training, the quality of the content, and the quality and appropriateness of the delivery method. Another crucial element to this transferability is the maintenance of the new skill or knowledge once training has been completed. Skills and knowledge that are not used constantly will quickly atrophy.
9. **Linked to other people-related programs and departments:** Best companies do not train their employees in a vacuum. In many instances, training is now conducted by line managers, who also perform evaluations, set performance objectives, and draft compensation and promotion systems for the same employees. Even where the training is designed and delivered by a specific function or department, the programs respond not only to organizational needs, but also to individual needs as identified through appraisals, counseling meetings, assessments, and career development plans.
10. **Continuous learning process:** To drive lasting change in behaviors and habits, best companies ensure that learning occurs before, during, and after scheduled learning events. The process of doing, reflecting, learning, and doing again never ceases.

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We help make companies more competitive through people.

Founded in 1995 on the principle that training "by itself" will not drive tangible change or business results, we work with a select group of clients to get the most out of their people. Every training and consulting solution we provide increases revenue, decreases costs, or raises productivity.

Who we work with

Our clients are typically mid-market business leaders who believe that investing in people is vital to their success. The majority come from the high-tech, life-sciences, and service industries and often lack the internal resources or expertise to get the job done. They want more than what traditional training and consulting approaches can deliver.

What we do

We get results. Our one-stop-shop offerings range from creating a high performance culture, to outsourcing the training function, to designing and delivering targeted learning solutions. We excel in seven key practice areas: assessment, sales, loyalty, leadership, management, project management, and measurement.

How we do it

We partner with our clients in a way that makes sense for their unique situation. First we identify the key metrics they want to improve. Then we assemble a dedicated team of experts who have successfully solved similar problems with similar clients. Our expertise and flexibility allow us to move the performance needle faster and farther than anyone else in our industry.

Our Guarantee

We are fiercely devoted to the success of our clients and guarantee results.



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Our clients tells us that we are different.

Our clients tell us that we save them both time and money. Our clients tell us that they appreciate access to certified best-in-class experts who help them to move the needle.

Our sales clients

confirm that they have grown sales by 40%, increased units sold by 42%, increased average pricing by 12%, and closed over 50% of their pipeline.

Our customer loyalty clients

confirm that their customer revenue per household increased by 18%, repeat calls decreased by 48.4%, single contact resolution increased by 6.1% and their overall customer satisfaction increased by 10%.

Our leadership and management clients

decrease their costs by up to 50%, increase speed-to-productivity by 60%, accelerate promotions by 20%, decrease unwanted attrition by up to 40%, and report an additional \$13m to their bottom-line.

Our project management clients

inform us that, by regularly completing projects that meet or exceed expectations, they have become an anomaly in the world where most projects disappoint or fail.

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Representative Clients

We are fiercely devoted to the success of our clients and proud that over 85% of our business comes from repeat business with satisfied clients.



97.5% client satisfaction

98.2% recommend LSA

98% solution satisfaction

129% knowledge gain

800+ Assessment and Measurement Projects

45+ Client Case Studies

100+ Client Testimonials

Top 10% Certified Experts