



The Exact Expertise to  
Ignite and Sustain Performance™

## LSA Global | White Paper



### 3 Training Rollout Strategies that You Should Consider To Help Ensure the Transfer of Training

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**“If you can find a path with no obstacles, it probably doesn't lead anywhere.” – Frank A. Clark**

Most training initiatives do not lead anywhere. They do not lead to skill development. They do not lead to behavior change. They do not lead to performance improvement. And they do not lead to tangible business results.

There are many obstacles to the successful transfer of training. But if you carefully consider the following three strategies when rolling out a learning solution, you'll be much more likely to achieve the results you seek.

1. Participation Options
2. Rollout Options
3. Participant Mix Options

These three alternatives assume that you have already explicitly linked the training initiative to key business priorities, assessed the situation appropriately, and designed the overall solution and measurement strategies effectively.

1. **Participation Options:** We typically consider 4 main participation options for each learning initiative. Depending upon your culture, budget, desired outcomes, and where you are on the learning maturity continuum, each option has advantages and disadvantages.

Participation Options	Pro's	Con's
1. <b>Mandatory:</b> “everyone must attend”	<ul style="list-style-type: none"> <li>▪ Ensures that the “right” people get the “right” training.</li> <li>▪ Sends a clear message from the top regarding importance, accountability, and culture.</li> <li>▪ Easier and often less expensive to plan, register, measure, and roll out.</li> <li>▪ Helps ensure legal compliance in some areas.</li> <li>▪ Effective for “foundational,” company-wide programs or programs linked to career transition points.</li> </ul>	<ul style="list-style-type: none"> <li>▪ People may not get the most out of a session that they are “forced” to attend.</li> <li>▪ May not match cultural strategies.</li> </ul>
2. <b>Suggested:</b> “recommend people attend who meet specific criteria”	<ul style="list-style-type: none"> <li>▪ Allows each decision point to determine that the “right” people receive the “right” training.</li> <li>▪ Increases accountability and responsibility.</li> <li>▪ Sends a clear message regarding importance, accountability, and culture from within each group.</li> <li>▪ Helps align people to overall company goals.</li> <li>▪ Effective for targeted team, project, and solution programs that do not apply to the majority of the organization.</li> </ul>	<ul style="list-style-type: none"> <li>▪ A process and criteria must be created and communicated to effectively sell and implement the solution.</li> <li>▪ Decision makers must have the capability to make the “right” decisions at the “right” time.</li> <li>▪ Managers must spend time being part of the process.</li> <li>▪ People may not support or be in alignment with overall company goals.</li> <li>▪ May cause inequity.</li> <li>▪ May take more time to implement and cost more to execute per person.</li> </ul>





Participation Options – cont.	Pro's	Con's
<b>3. Selected:</b> “only a select, privileged few get to attend”	<ul style="list-style-type: none"> <li>Allows the company to target and reward specific individuals and groups.</li> <li>Often creates a “buzz” and desire to become part of a training program.</li> <li>Effective for succession planning, special projects, and to create a “pull” strategy with learning.</li> </ul>	<ul style="list-style-type: none"> <li>Unclear selection criteria and biased processes can de-motivate non-selected personnel.</li> <li>Time required to do it right.</li> </ul>
<b>4. Optional:</b> “attend if you want”	<ul style="list-style-type: none"> <li>Allows each person/manager to determine what makes sense for them.</li> <li>Increases accountability and responsibility of individuals.</li> <li>Works well for foundational-level training for individual contributors.</li> </ul>	<ul style="list-style-type: none"> <li>People might not have the capability to determine what makes sense at an individual, team, and organizational level.</li> <li>Random participation may not achieve stated organizational objectives.</li> <li>Requires more logistical support and often costs more in the long run.</li> </ul>

2. **Rollout Options:** We typically consider 4 main rollout options for each learning initiative. Depending upon your culture, budget, desired outcomes, and where you are on the learning maturity continuum, each option has advantages and disadvantages.

Rollout Options	Pro's	Con's
<b>1. Pilot:</b> “test it on a targeted group and learn and improve”	<ul style="list-style-type: none"> <li>Invest a little before you invest a lot.</li> <li>Helps increase buy-in and focus the design and implementation plan.</li> <li>Easier to manage expectations and succeed in initial and follow-up programs.</li> <li>Often speeds up the design process and decreases costs.</li> </ul>	<ul style="list-style-type: none"> <li>Must be willing to learn and adjust from Pilot accordingly.</li> </ul>
<b>2. Top Down:</b> “Start with Leadership and move through their direct reports”	<ul style="list-style-type: none"> <li>Increases executive support, buy-in, and coaching opportunities.</li> <li>Sends a clear message regarding importance.</li> <li>Provides ability to incorporate executive feedback into future sessions.</li> </ul>	<ul style="list-style-type: none"> <li>May not want to wait for executives to have time to participate.</li> <li>Leaders need to have the skills to communicate, coach, and model the content.</li> </ul>
<b>3. As Available:</b> “Sign up people based upon desire and availability”	<ul style="list-style-type: none"> <li>Works with people’s schedules.</li> <li>Meets just-in-time needs.</li> <li>Supports individual development plans.</li> <li>Focuses first on the most motivated.</li> <li>May promote cross-functional relationships.</li> </ul>	<ul style="list-style-type: none"> <li>May not focus on areas of highest need from a company or team perspective.</li> <li>Registration, scheduling, and tracking may be cumbersome if a registration or learning management system is not used.</li> </ul>
<b>4. By Location:</b> “Sign up and deliver at one location at a time”	<ul style="list-style-type: none"> <li>Creates momentum and support systems in a location.</li> <li>May save expenses by running programs back-to-back.</li> <li>Provides ability to focus on unique attributes of a location.</li> </ul>	<ul style="list-style-type: none"> <li>May not focus on areas of highest need.</li> <li>Decreased cross-fertilization of ideas and perspectives.</li> </ul>
<b>5. By Project / Group / Team / Business Initiative</b>	<ul style="list-style-type: none"> <li>Focuses on specific issues important to the business.</li> <li>Increases business and on-the-job relevancy.</li> <li>Easier to tie to ROI.</li> <li>Ability to work on real issues, projects, and problems.</li> </ul>	<ul style="list-style-type: none"> <li>May be difficult to identify and break down appropriate groups.</li> <li>Does not support cross-fertilization of ideas and perspectives outside of the group.</li> </ul>





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3. **Participant Mix Options:** We typically consider 2 main participant mix options for each learning initiative. Depending upon your culture, budget, desired outcomes, and where you are on the learning maturity continuum, each option has advantages and disadvantages.

Participant Mix Options	Pro's	Con's
1. <b>Cross Functional / Cross Level</b>	<ul style="list-style-type: none"> <li>▪ Allows for a good sharing of perspectives, issues, and needs.</li> <li>▪ Promotes teambuilding and helps to break down structural and positional silos.</li> <li>▪ Creates opportunities to solve problems, concerns, and barriers in a safe setting.</li> <li>▪ Provides opportunity for more experienced, skilled, or knowledgeable participants to coach others and provide reinforcement.</li> </ul>	<ul style="list-style-type: none"> <li>▪ More design and facilitation skill required to ensure that examples, case studies, discussions, and role plays remain relevant and engaging to entire audience.</li> <li>▪ Open and honest discussion may not be appropriate for all issues.</li> </ul>
2. <b>Intact Teams</b>	<ul style="list-style-type: none"> <li>▪ Naturally promotes teambuilding.</li> <li>▪ Ability to focus on specific issues.</li> <li>▪ Increases business and on-the-job relevancy.</li> <li>▪ Easier to tie to ROI.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Difficult for some participants to break out of their natural role/position to enhance learning.</li> <li>▪ Team issues and dynamics may limit focus on learning.</li> </ul>

### Conclusion

Many clients puzzle over these various options. They risk making the mistake of trying to determine rollout options before knowing where they are headed and the key obstacles that they face. Begin with clear desired outcomes from a business and learning perspective. These clear outcomes will lead you to the metrics and resources required to achieve your goals. Once these are clear, it should not be very difficult to select the combination of rollout options that will work best for your initiative.

### About LSA Global

Since 1995, LSA has helped organizations create and maintain competitive advantages through people. Over 85% of our business comes from repeat clients and our customer satisfaction rating is 97.5%. Our clients tell 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 experts across many areas

*Our Leadership and Management clients report that we decrease their costs by up to 50%, while helping increase speed-to-productivity by 60% and decrease unwanted attrition by up to 40%.*

*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 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.*

Our clients succeed in the marketplace through increased revenue, decreased costs, and higher productivity. They maintain that our rigorous assessment, implementation, and measurement capabilities bring them tangible results. As an organization, we are fiercely devoted to supporting their success.

