

WHY TRAINING FAILS?

AND HOW TO MAKE IT WORK?

Companies and organizations have come to the realization of the importance of providing training and a culture of lifelong learning to their employees. In fact, lifelong employability embraces the concept of lifelong learning. With the aid of liberal government subsidies that companies can take advantage of training has become an affordable affair. There is a whole array of training and development programs that has its primary motive to add value to these companies

Many companies also set aside a sizeable proportion of working days per year to send their staff for training and development. In some larger and well established organization, investment has been made to accommodate state of the art training rooms to bring to the staff a conducive environment for training to take place. Other organizations send their staff elsewhere to attend fully sponsored training. When possible organizations also organize retreats in exotic locations just to allow their staff an opportunity to recuperate and learn a few new things.

With all these efforts put in, there is a tendency to think that all is well and good. Everything looks good for the record. Many organizations are even proud to show statistic on how much they have invested in training.

However the question we need to ask is how effective are these training programs? Can we measure the success of such training in terms of job performance? Does proper and constant transfer of learning takes place?

In many cases organizations are doing things right by involving their staff to attend regular training programs. But the real situation that we need to look at is whether the staff is really being trained. There are many reasons why training fails. Here are some:

- **Apathy**

Many employees feel that training is just a waste of time and totally irrelevant to them. Therefore they are not motivated to attend the training program. This puts pressure on the training provider as he/she has to work extra hard to get the employees to participate in the training.

- **Lack of Mental Preparation**

Sometimes, employees are told to attend training at the last minute. I've had participants walking into my workshops and seminars looking harried as they have been told to attend the training as a replacement for their colleagues. What's worst is when the replacement participant has already attended the training previously. This sometimes gives the suggestion that training is just time fillers and not really important.

- **Lack of Team Support**

The employee attending the training has no one to replace him/her in his workplace. When the training is over, he/she has to go back to clear the work that has accumulated in his/her absence. Sometimes, participants during training request time off to go back to office to clear their work whilst they are

attending training. What's even worst is that they get called back to the office by their boss to clear some urgent work. This creates tension on the participants as they will not be fully dedicated to the training program and no learning takes place.

- **Training program not quite in line with training needs**

The department that is in charge of co-coordinating the various training program in the organization are sometimes unsure or unaware of the real training needs of the staff. It is important to keep in mind the individual's learning ability as well as their training needs. Many a time, I've had participants attending my workshop with other people in the organization's hierarchy who have a higher qualification and are better able to follow the training program. Others have difficulty following the training.

- **No proper and systematic follow-up**

There is a saying that "Rome was not built in one day". Likewise, attending a training program for one or two days does not mean that the staff is competent in the skill that he/she has acquired. Training is the easy part actually. What is important is the follow up that comes along with the training. Most organization sends their staff for training but it stops there. The system does not allow for a proper follow up and thus after a few weeks or a few days the staff would have forgotten what they've learnt.

In order to ensure that staffs are able to fully benefit from the training programs that they attend, the organization has to be wary of the above

situation. It is possible to create a positive learning environment by making the workplace more 'brain-centric'. This means that the organization has been configured to embrace the concept of lifelong learning by allowing staff opportunity to share their learning experiences and put to use what they have learnt.

Find out how you can create a 'brain centric' workplace in the next segment.

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