Training Planning Tool

The **Training Planning Tool** will help you plan the training and capability building activities required to support the implementation of your change. The intent is to plan training in a comprehensive fashion, considering opportunities such as coaching, peer support and on-the-job learning. The timing of the training planning is important and intentional – it should take place after a basic level of communications activity, to ensure that the change is well understood. Additionally, training takes place after any organizational changes are implemented so that employees are learning about the content from the perspective of their new or modified role.

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Most changes require training support to ensure effective implementation. A focused approach to training and development is a key component of supporting people through change.

Consider a comprehensive approach to training in order to provide a deeper learning experience which can be important in mitigating against risks.
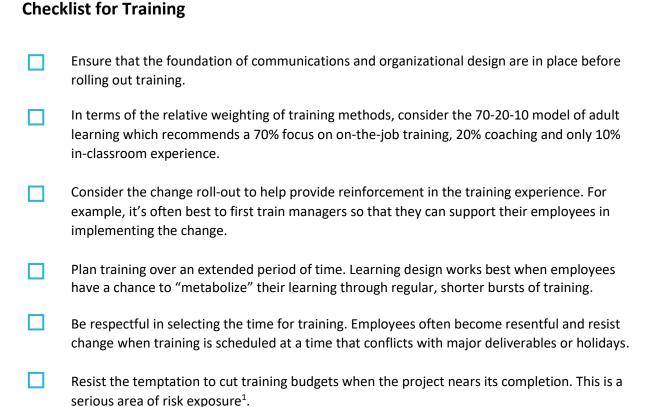
> **"Adults are more likely to *act* their way into a new way of thinking than to *think* their way into a new way of acting."**
>
> – Richard Pascale
> Surfing the Edge of Chaos

Training Methods

	Examples	Application to Your Change
Classroom Learning	• Training sessions on the change • Training sessions related to the context of change – for example, how to thrive in a time of change • "Labs" (e.g. sessions to co-create new models/approaches)	
Online Learning	• Web-based training • Video modules used for training • Gamification	
Coaching	• Drop-in times for employees to come for advice or troubleshooting on their change • Managers trained to coach employees through the change • Designated coaches engaged to provide support (e.g. technology coaches)	
On-the-Job Learning	• Managers/supervisors providing constructive feedback on deliverables in a way that connects to the change's intended result • Peer learning • Support from a community of practice • Mentoring	

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Checklist for Training

☐ Ensure that the foundation of communications and organizational design are in place before rolling out training.

☐ In terms of the relative weighting of training methods, consider the 70-20-10 model of adult learning which recommends a 70% focus on on-the-job training, 20% coaching and only 10% in-classroom experience.

☐ Consider the change roll-out to help provide reinforcement in the training experience. For example, it's often best to first train managers so that they can support their employees in implementing the change.

☐ Plan training over an extended period of time. Learning design works best when employees have a chance to "metabolize" their learning through regular, shorter bursts of training.

☐ Be respectful in selecting the time for training. Employees often become resentful and resist change when training is scheduled at a time that conflicts with major deliverables or holidays.

☐ Resist the temptation to cut training budgets when the project nears its completion. This is a serious area of risk exposure[1].

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[1] Consider that a lack of appropriate training is cited as one of the top 3 factors which contributed to the Phoenix federal pay system disaster, Canada's most notorious example of change failure.