



How you can engage learners in training and development by using upfront assessments and diagnostics

Cliff Lansley
DPG plc



Professional Development Conference
8th & 9th November 2007
0161 975 7777 www.dpgplc.co.uk



Question

- Think about the last management type 'course' you attended
- What percentage of the skills/competences covered by the course content do you now consistently apply in your workplace?



Professional Development Conference
8th & 9th November 2007
0161 975 7777 www.dpgplc.co.uk



Research Outcomes



1. The most common answer to this question over the last 15 years is “less than 10%”!
2. The average level of transfer (of knowledge, understanding and skills) from seminars is 5%
(Michigan State University - 2004)



Professional Development Conference
8th & 9th November 2007
0161 975 7777 www.dpgplc.co.uk



Pairs Exercise (2 minutes)

- Pair off... and interview your neighbour about what they feel are the main reasons for this low level of effectiveness of courses.



Professional Development Conference
8th & 9th November 2007
0161 975 7777 www.dpgplc.co.uk



Your thoughts?



Professional Development Conference
8th & 9th November 2007
0161 975 7777 www.dpgplc.co.uk



Analysis

(from management programmes)



1. The average 'pre-training' competency of UK managers is 54% so... over half of a typical management course is wasted.
2. Potentially the course could be 46% effective...but...
3. Only 5% is retained and transferred...so...
4. Effectiveness of management courses
= 5% of 46% = **2.3% effective!**



Professional Development Conference
8th & 9th November 2007
0161 975 7777 www.dpgplc.co.uk



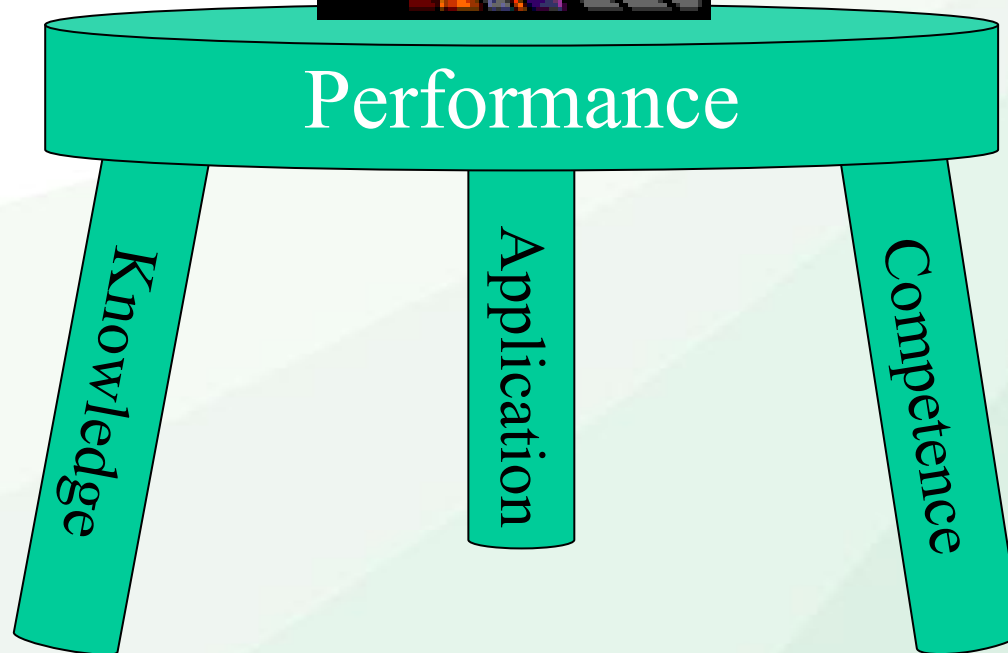
Conclusions

We need to :

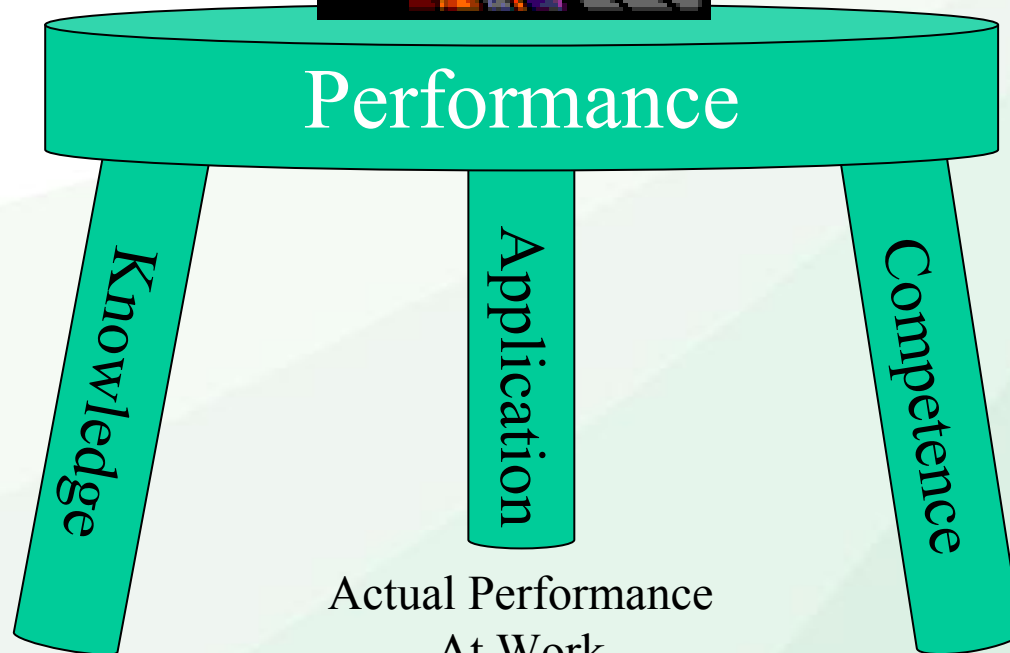
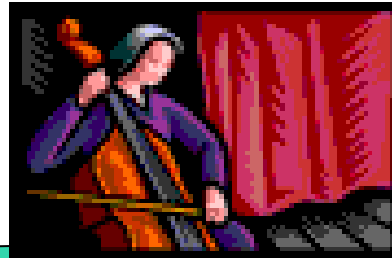
1. Diagnose exactly what the gaps and barriers to performance in the workplace are
2. Design learning and development to address those gaps
3. Measure the degree to which that development has been transferred into the workplace
4. If transfer is low... it's OUR fault.



Professional Development Conference
8th & 9th November 2007
0161 975 7777 www.dpgplc.co.uk



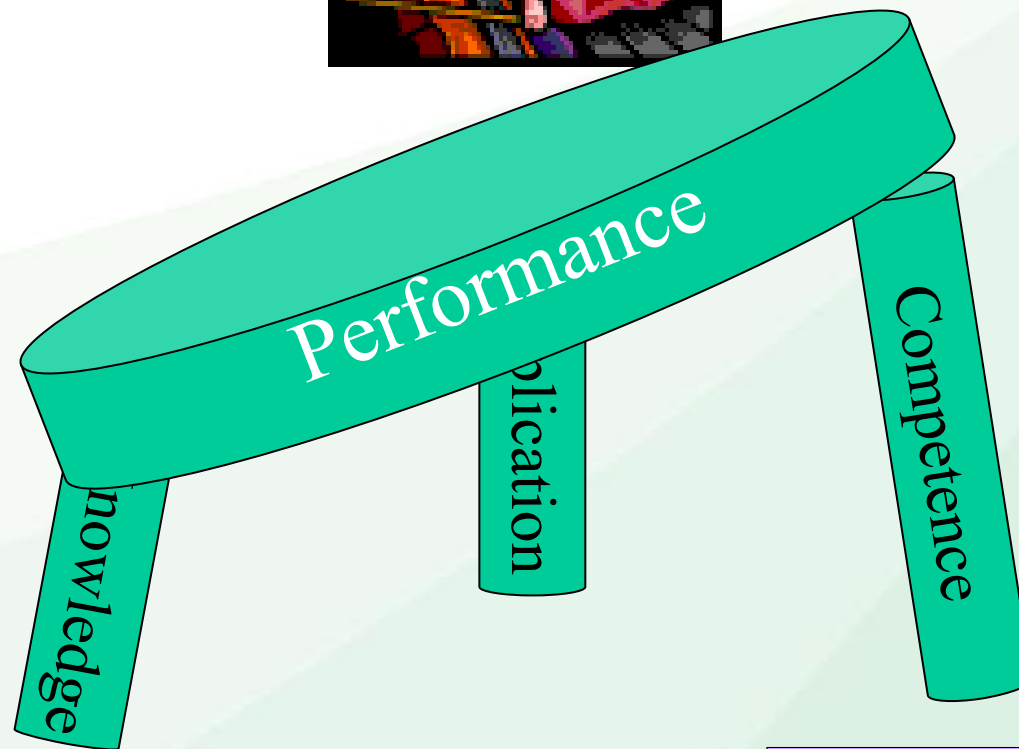
Professional Development Conference
8th & 9th November 2007
0161 975 7777 www.dpgplc.co.uk



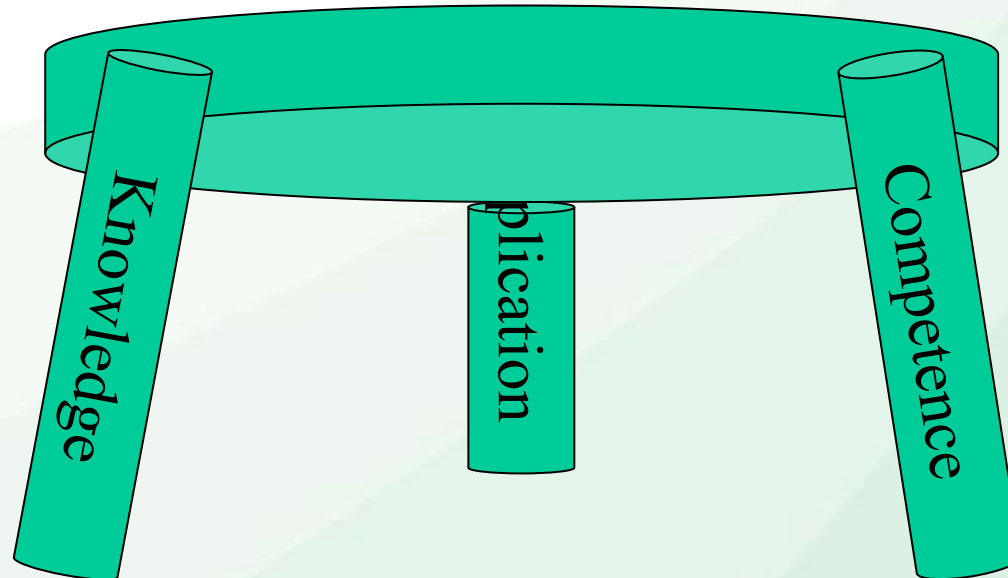
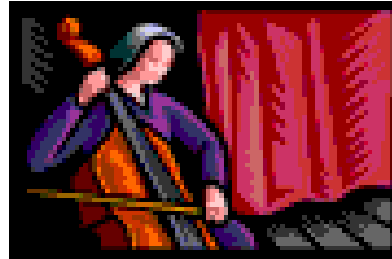
Understanding of Theory,
Models and Concepts

Actual Performance
At Work

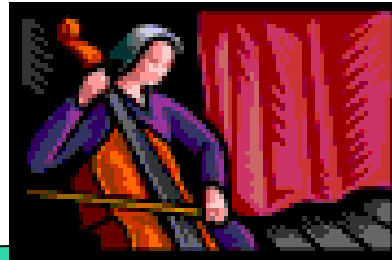
Ability to
Perform



Professional Development Conference
8th & 9th November 2007
0161 975 7777 www.dpgplc.co.uk



Professional Development Conference
8th & 9th November 2007
0161 975 7777 www.dpgplc.co.uk



Performance at Work

Knowledge

I know
what to do at work

Application

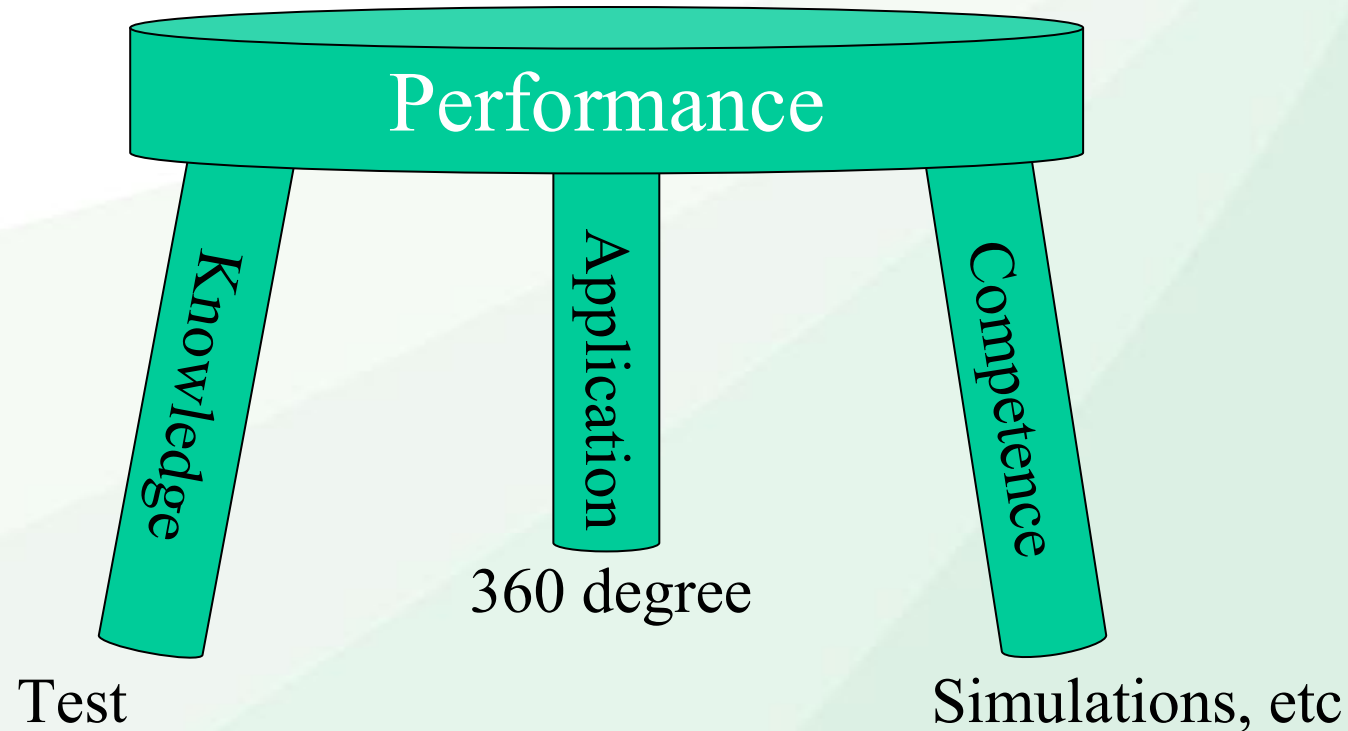
I actually
do it at work

Competence

I am able to
do it at work

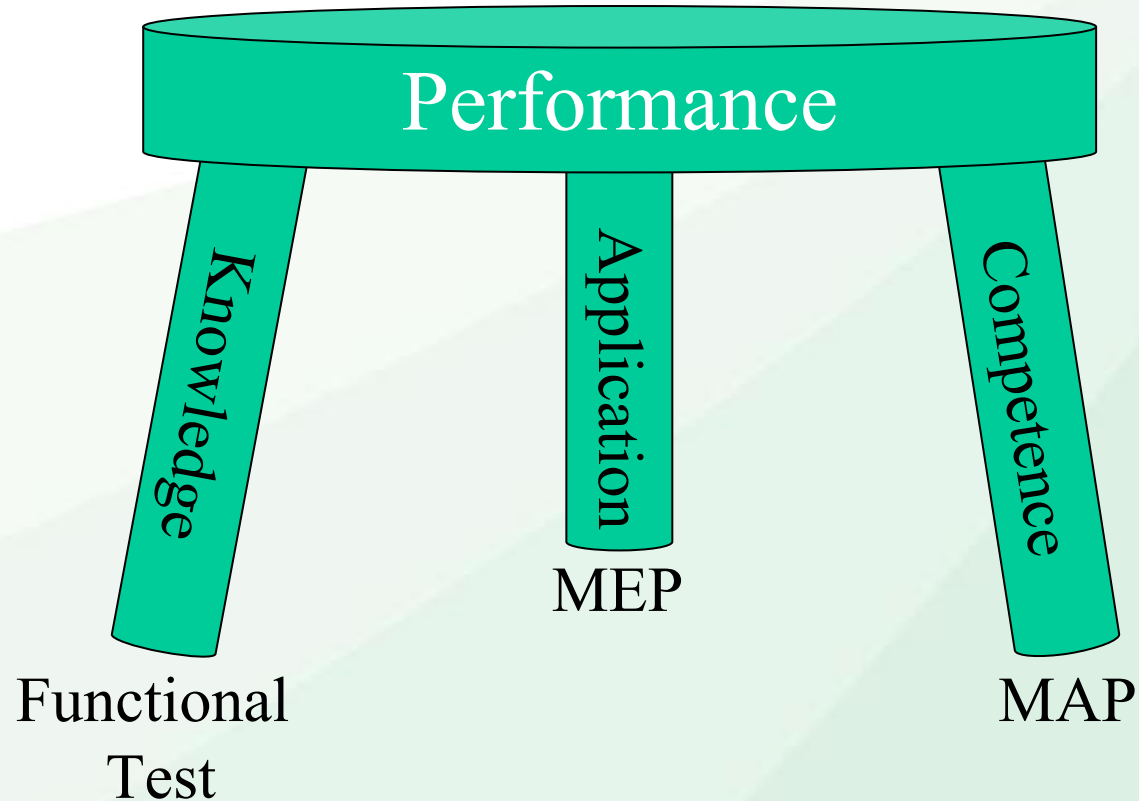


Find tools to measure each element of performance





Find tools to measure each element of performance





Analysis

K+U	Comp	Appl	Possible Explanations	Action
L	L	L	Under-developed	Redeploy/Course
H	H	H	Reliable performer	Retain/Deploy
L	L	H	Raters scared/fond of you. Raters even less able than you.	Investigate. Org problem
L	H	H	Competent for role Inconsistency (time/situations/context)	Keep in role. Prepare for/if change
H	L	L	Academic No opportunity to apply/practice.	Mentor. Projects
H	H	L	You have chosen not to perform. You are restricted from applying. Inappropriate Comms/Mgt Style.	Performance issue. Check boss/policy. Coaching



Conclusions

We need to :

1. diagnose exactly what the gaps and barriers to performance in the workplace are
2. design learning and development to address those gaps
3. measure the degree to which that development has been transferred into the workplace.



Professional Development Conference
8th & 9th November 2007
0161 975 7777 www.dpgplc.co.uk



Questions



Professional Development Conference
8th & 9th November 2007
0161 975 7777 www.dpgplc.co.uk