

Why Training Doesn't Stick!

Okay, here's the scenario. You hear about a great new 2- or 3-day training program that sounds like it will deliver great results, so you send your employees off to take it.

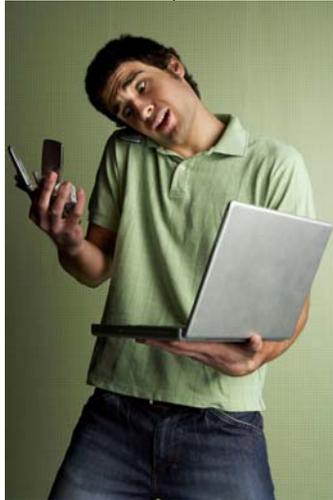
When they come back, they sing the praises of the program and are excited about implementing some of the ideas and tools. For a week or so, you see some real changes taking place and you're excited about the potential.

After a couple more weeks, though, you see folks fall into some of their old habits. In a few more weeks, it's as if they'd never been to the training.

"What happened?" you ask yourself. "Why didn't the training stick?" You paid big bucks and in a matter of weeks the learning has worn off. You assume the training just wasn't as good as it was cracked up to be. Not necessarily.

The training could've been as outstanding as the participants claimed, and probably was, since you did see changes in the beginning.

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Are You Always Multi-Tasking?

Multi-Tasking: The Enemy Of Productivity?

Okay, okay, don't throw things at me, but I truly believe that multi-tasking is highly overrated. And yet I know that most people in business think it's a crucial skill for success. So, who's right? Well, let's let's think about what multi-tasking really is.

By definition, when I'm multi-tasking I'm doing more than one thing at a time. Now, in many cases this is relatively easy, like when I'm on the phone and washing dishes or walking the dog and listening to voice mail.

But when I'm talking on the phone and responding to email, or when I'm talking on the phone and driving the car, it's a whole other story. In fact, talking on the phone is the number one cause of car accidents today.

In the workplace, multi-tasking leads to a different kind of crash – poor quality work. Multi-tasking inherently results in a lack of focus, so that it takes longer to complete a task AND I'm much more likely to make mistakes. For instance, yesterday I wrote an article while I checked e-mail, shuffled papers on my desk, listened to my voice mail...well, you get the picture. The result, it took longer and needed a lot more editing.

Today, as I'm writing this article, I've put my phone on mute, turned off the radio and silenced my email notification. I'm totally focused on completing this article. And, I know I'll complete it in record time.

When we focus on completing one task at a time and eliminate distractions, we give our full mental and physical energy to it.

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But training alone will not change long ingrained habits.

Typical training programs give participants new knowledge and the opportunity to practice and polish new skills. But the biggest training mistake I see is that there is no follow-up; nothing to help the attendees ensure they can transfer what they learn from the training to their job.



That's where you come in, as the manager. 95% of training fails when managers take a hands-off approach and expect the training to lead to permanent changes in performance. Transferring new learning to the job is a performance issue, not a training issue. YOU have the power to make sure that the training sticks.

Use these ideas to recoup your investment in training and make those changes stick.

1. Attend the training yourself. You can go either prior to or with your employees. This will ensure that you understand the concepts, tools and ideas and you can reinforce the learning on the job.
2. Don't plan to fail. Have the employees create action plans on how they will implement the new skills and ideas into their daily work. Remember that failing to plan is planning to fail. Help them identify measurable objectives for the plan.
3. Go one-on-one. Discuss the learning with the employee in your next individual meeting. Talk about their implementation plan and coach them for follow-through and accountability.
4. Ensure regular follow-up. Hold periodic follow-up meetings, focused specifically on deepening the learning and applying it on the job. Also discuss any barriers and brainstorm solutions to overcome them.
5. Outsource the follow-up. Look for training programs that have built in follow-up by the facilitator. This can take the form of regular attendee conference calls or in-person meetings designed to reinforce learning, motivation and accountability.

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Training is an effective way to build new knowledge, skills and abilities but training alone won't affect change. In fact, in a 2002 study, training alone improved productivity by 22% but when paired with follow-up coaching it improved productivity by 88%. Now that's what I call training that STICKS!

For training that sticks or to improve your follow-up coaching skills, contact Harmony Coaching & Consulting for a free consultation.

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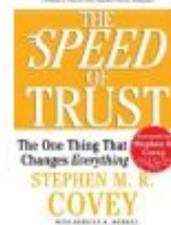
I've heard workers say over and over again that they need to work from home to finish a project, just so that they can focus on it without distractions. Have you ever heard yourself make a similar statement?

Now, I'm not saying all multi-tasking is bad, and I'll probably continue to talk on the phone while I'm walking the dog. But when it comes to the work day, think twice about how multi-tasking might be affecting your quality and quantity of work...your productivity. Try, for just one day, to limit your multi-tasking. I bet you'll be amazed at how much more effective you can be, and how quickly you can move through your "to do" list, one "do" at a time.

Recommended Resource:

The Speed of Trust

Stephen M. R. Covey, son to the revered Stephen Covey of 7 Habits fame, takes an outstanding look at one of the critical factors in leadership and business today, Trust. Stephen gives Trust a fresh look and a wonderfully insightful framework to view it through. Covey uses stories from his years as CEO of the Covey Leadership Center to outline and demonstrate the 5 Waves of Trust and the 13 behaviors for building trusting relationships. Trust is at the core of strong marriages, partnerships and organizations and without it we pay a price, a 'Trust Tax.' The new currency in the business world is relationships and strong relationships don't exist without trust. If you want to understand how to build it more efficiently read this book! I can't recommend it enough!



Purchase these or other recommended resources by visiting www.harmonycc.net/links.asp

Embracing Change And Managing A Smooth Transition

Everyone of us at one time or another has had a moment in our careers (or our lives for that matter) when we have asked ourselves the uncomfortable question, “How much longer can I continue to do what I am doing?” It is an uncomfortable question as it begins the process of moving out of our current comfort zone to a place in our lives that appears to be of great uncertainty.

Change of any kind or at any level can be a daunting process, but a necessary one for personal and professional growth and development. Although it is often times easier to just “stay put,” it is far more rewarding to move forward. Dr. William Bridges, author of *Managing Change and Transition*, outlines the change process by illustrating the three phases of change as well as what to expect from these phases and what is needed to successfully move through them:



Phase 1: The first phase of change is what Bridges’ calls “ending.” This is basically the recognition that the time has come for us to move on. It is the process of letting go of old patterns and habits before embracing the future.

Phase 2: The second phase of the process is that “transition zone.” People report a feeling of being disconnected from the past, yet emotionally not connected to the present. This phase can offer a great opportunity for creativity if anxiety and fears are readily managed.

Phase 3: And lastly, the “new beginning” phase is one of action as we have finally let go of old patterns and have made a commitment to the life style or change that will accommodate new opportunities.

One of the things we forget to consider when mentoring or coaching someone is the human tendency to resist change. For example, when a mentoree enters into a mentoring relationship they have made a decision to make potential changes and ultimate transitions in their careers. Sometimes a mentor will experience this resistance first hand. It is helpful to know in advance what to be prepared for and how to help a peer or colleague move forward or get “unstuck.”

The following are a few simple ways in which to successfully challenge others to embrace change and make that exciting transition:

- ◆ Construct a personal “**Vision Board.**” This is the fun part. Create a list of those goals and objectives that you would really like to see yourself actually accomplishing in the next few years. Then add those dreams you have been harboring for years. By actually putting them on to paper, they have now been established as an actual goal. By formally acknowledging those grand ideas, you are setting into motion where it is you really want to go.

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ONE MINUTE IDEAS

Learn how to Save, Invest and Manage Your Money Better –

MyMoney.gov is the U.S. government's website dedicated to teaching all Americans the basics about financial education. Whether you are planning to buy a home, balancing your checkbook, or investing in your 401k, the resources on MyMoney.gov can help you do it better. Throughout the site, you will find important information from 20 federal agencies government wide.

The U.S. Financial Literacy and Education Commission established MyMoney.gov to provide financial education resources for all Americans.

Check it out at: www.MyMoney.gov



“The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.”

~Alvin Toffler

harmony

Coaching & Consulting



1650 Faxon Avenue
Memphis, TN 38112

Tel: 901-272-7390

E-mail: bburtch@harmonycc.net

Visit Our Web Site at:
www.harmonycc.net

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- ◆ **‘To Thy Known Self be True’.** To successfully manage change, we must first know how we, with our different personalities and behaviors, react to change. For example, are you the type of person who embraces change and will you tend to get bored if things stay the same? Do you need time to prepare for change? Do you react positively or negatively to unexpected changes? By analyzing our own strengths and shortcomings, we are better equipped to embrace change and make smooth transitions.
- ◆ **Seek new Role Models.** You can begin making corrections to your current behaviors and lifestyles by modeling your reactions and patterns to those you most admire and whose positions and lifestyles you hope to someday achieve. Review again your goals and observe those who are currently living out your very goals, dreams and objectives. Their behaviors and choices have obviously gotten them to where they are today.



The key to successful transition is constant evolvement of our goals, behaviors and dreams. Our personal and professional journeys are just that – a passage from one opportunity or success to another. Have a great journey!

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It takes a lot of courage to release the familiar and seemingly secure, to embrace the new. But there is no real security in what is no longer meaningful. There is more security in the adventurous and exciting, for in movement there is life, and in change there is power.

– Alan Cohen

Schedule of Public Courses

The following courses are being offered to the public by Harmony Coaching & Consulting. Click on the associated link for more information on the program or to register.

Course Title	Date(s)	Time	For More Information/Registration
So You Want to Be a Professional Coach	April 15, 2008 Memphis , TN	6:30 pm – 8:30 pm	http://umce.memphis.edu/
Essentials of Human Resource Management	April 17 – 18, 2008 Memphis , TN	8:30 am - 4:30 pm	http://umce.memphis.edu/
The Coaching Clinic	April 28 - 29, 2008	8:30 am - 5:00 pm	www.harmonycc.net/coachingclinic.asp
The Coaching Clinic	October 30 – 31, 2008	8:30 am – 5:00 pm	www.harmonycc.net/coachingclinic.asp

"One of the hardest tasks of leadership is understanding that you are not what you are, but what you're perceived to be by others."

– Unknown

