

Module 1 | Introduction to Effective Training and Development

Module objectives

- Describe the breadth and importance of training and development.
- Apply principles of adult learning.
- Use skills and strategies to improve the quality of training and development.

Training and development enhance engagement and retention

We discussed these three types of training and development.

- **Training** helps employees improve performance in their current job. This can include improvements in current tasks or learning a new task.
- **Development** is learning that goes beyond the scope of the current job; it is, therefore, future oriented. This training prepares the workforce for future opportunities including promotions. It also includes preparation for changes in the current job including introducing new technologies.
- **Career planning** is more structured and focuses on everything from hiring to compensation to development. Career planning is critical to future farm success. I have clients who have dramatically increased the quality of their workforce by becoming more career focused. There is overlap between development and career planning.

Training and development enhance motivation by increasing competence, choice, and connection.

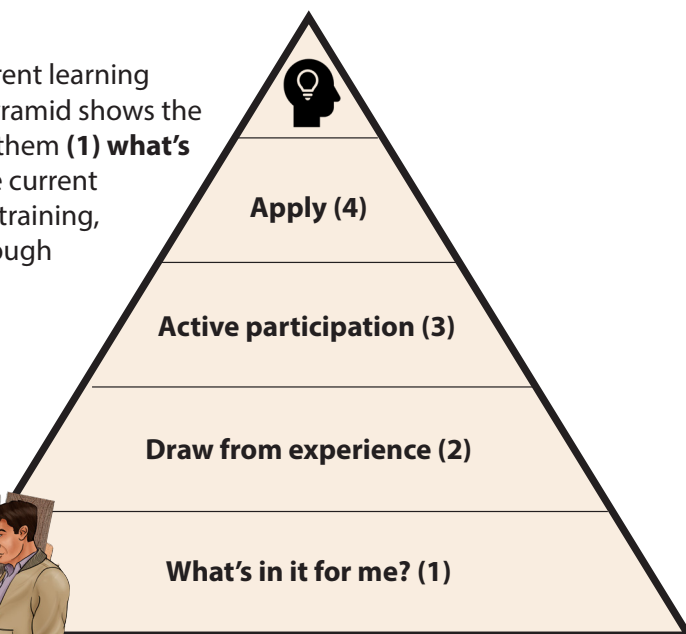
- Increasing **competence** is the major goal of training and development.
- Both clarity of expectations and building on strengths contribute to **choice**.
- Done correctly, the focus on employee success should also enhance feelings of **connection**.

Adult learning and learning styles

When training employees, it is important to incorporate the different learning styles and adult learning principles shown in the diagram. This pyramid shows the building blocks needed to engage adult learners. Start by telling them **(1) what's in it for them**, use their **(2) previous experiences** to relate to the current training, encourage employees to **(3) actively participate** in the training, and help them to **(4) apply the knowledge** to their daily job through examples, scenarios, case studies etc.

Learning styles

While distinct learning styles are not supported by research, we do know that presenting trainings in a variety of ways improves effectiveness. For example, if you're teaching someone how to milk a cow, you can show them the written protocol first and then a video followed by some hands-on instruction.



Skills and strategies to increase learning and retention

Build on strengths

- Until recently, strengths, or excellence, were the opposite of weakness.
- Radical core idea: strength, or excellence, was the opposite of failure.
- Remember the 80 – 20 rule: 80 percent of time build on strengths, 20 percent of time build barriers to minimize weaknesses.

Understanding how we learn

- Regardless of individual preferences, good training and development include some form of experiencing what is being learned.
- Several ways to experience learning
 - ♦ Practice
 - ♦ Writing it down
 - ♦ Thinking about it
 - ♦ Repeating it back
- Explaining the “why” to learners helps with retention as it stimulates an emotional connection to the material.

Provide clarity – “chalk the field” –with measurable expectations

- Requirement for complete clarity
 - ♦ Every detail is clearly explained.
 - ♦ Explain why the expectation is important and/or needed.
 - ♦ There are opportunities to ask questions and, where appropriate, provide input (engagement).
 - ♦ The detailed description can be accessed by the employee (employee manual, job description, policy manual, etc.).
- The value of measurement
 - ♦ Measurable accomplishments everyday.
 - ♦ Increases and maintains focus.
 - ♦ Ensures individual and farm success.
 - ♦ The goal is for everyone to succeed. Sports are a bad analogy here.