



Manager Training Support Checklist

It's a well-known fact that managers play a critical role in whether or not the employees they send to training actually apply what they learned in the program back on the job.

This happens because employees take their cues from their manager about the value of training they are directed to attend. For example, managers who speak disparagingly about a learning program or who say nothing to an employee upon returning from a training program undermine the value of the learning and reduce training transfer. On the other hand, managers who actively engage employees in pre- and post-program discussions increase training transfer.

To help you assess whether a manager is likely to provide good or poor training support, use the following checklist to help you arrive at an objective decision.

Does the manager engage in the following PRE-PROGRAM DISCUSSION TOPICS with employees before sending them to a training program?

- Yes No How the training program is an important investment in the employee's career development.
- Yes No How the training program will help the department improve a key business metric if the employee applies the new information learned back on the job.
- Yes No How the training program is an opportunity for the employee to learn challenging new things and to do his/her best in learning the new information.

Does the manager engage in the following POST-PROGRAM DISCUSSION TOPICS with employees after they return from a training program?

- Yes No What new information the employee learned that he/she didn't know prior to attending the program.
- Yes No How the employee should take some time to reflect on the key lessons learned in the program and how they can improve his/her performance.
- Yes No How the employee intends to apply what was learned in the program back on the job.
- Yes No How the manager might assist the employee in implementing back on the job what he/she learned in the program.

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