



## TenStep Supplemental Paper

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### **Training Busy Managers**

Managers today are on a perpetual race against time. It's not surprising that most of them consider training programs a waste of this precious resource. Nevertheless, training is necessary because not all managers are leaders and not all of them possess excellent interpersonal skills.

The following are a few pointers on making training programs for managers effective and brief.

#### **1. Dump outdated training design methods**

Conventional training programs begin with an icebreaker, move on to introductions, build the environment and then discuss the agenda and objectives. However, most managers have no patience with time-consuming activities that serve little purpose. The conventional training approach should be replaced with one that addresses the following:

- Why are they attending the program?
- What value can they derive from the session and where can they apply it immediately?
- What will they specifically learn from the session and how will the session help them apply it?

#### **2. Avoid meaningless charts**

Most trainers write almost everything anyone says on a flipchart, with the intention of referring to it later. This is a time consuming and pointless exercise. Discussing the ideas with the group is a better option.

Activities should not be included just for the sake of variety; they must add some value to the training. Discussing real-world case studies is better than 'pairing with a partner' games.

#### **3. Make it fast-paced**

Time is money for most companies. Discussing the same point for two-hours can be very frustrating. Monitor discussions to ensure they don't deviate from the point. Also, omit activities that do not add value.

#### **4. Understand business**

The trainer must know and understand business. Trainers must read business magazines to keep informed of current trends in business. They must be informed about innovative practices being employed successfully by other companies. Using real business examples in sessions greatly enhances the credibility of the trainer.

#### **5. Consider business the top priority**



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For busy managers, training is just one of the many things performed during the day. Therefore, trainers must not be defensive when managers talk about their frustration about being in training programs. Instead, they should make the sessions worthwhile and relate the training needs to business demands. Rather than ridiculing managers for not being committed, trainers need to demonstrate how their training can affect the business positively. Trainers must assume that managers are committed, despite being overworked.