Managing the Training and Development Function

People Excellence — Achieving Excellence Through People Development | **Opus Kinetic — People Empowerment**

Boost Training Value to Your Organization

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Program Overview

Training and Development is the most important function for every organization because it plays a significant role in the employee's development and organization performance. However, organizations spend a lot of time, efforts, resources and money on training their employees, and often fail to get the desired results from the training. One of the major reason behind this is the lack of proper training and development management which is the most critical element for effective training.

This highly engaging program will help the participants to apply the best practices from leading organizations that enhance the value of training and development and will equip the participants with practical training and development function management knowledge, tools and techniques

Learning Outcomes

At the end of the training, the participants will be able to:
• Win over top management with training framework that drives corporate strategy
• Identify the correct training needs and learning gaps
• Apply systematic process for conducting need analysis
• Prepare proper learning objectives
• Align training plans with business objectives and organizational goals
• Recommend the right training for the right person at the right time
• Prepare development plans for the employees
• Develop the necessary skills to effectively manage the training function
• Plan customized learning interventions
• Utilize the training budgets properly
• Partner with stakeholders, line manager and senior management
• Promote the training function internally
• Evaluate effectiveness of training programs and learning interventions
• Propose a detailed L&D plan

FREE Practical Tools Giveaway's:
All the participants will be given the hard copy/ soft copy of the following practical tools to Implement right away:

• Pre Training Assessment Forms
• TNA Interview Questions Template
• TNA Questioners
• Training Calendar
• Performance Improvement Planner
• Competency Based Need Assessment
• Individual Learning Development Plan
• Training Need Assessment Checklist
• Strategic Need Assessment Guide
• TNA Report
• Training Execution Checklist
• Learning Objectives Template
• 5 Association Talent Development ATD formerly ASTD Publications
• 5 Harvard Business Review Articles

Training Methodology

• Highly Interactive Session
• Real Industry Case Studies
• Success Stories of Organizations
• Group Discussions
• Real Role Plays
• Practical Industry Examples
• Training Games
• Brainstorming Discussion
• Simulations
• Video Clips
• Business Exercises
• Hands on Implementation

(Bonus Add On)
Real Applications and Role Plays:

The participants will do practical application with the following real role plays:

• How to prepare learning objectives
• How to conduct TNA interviews with participants, line managers and top management
• How to conduct focus groups
• How to conduct post training meeting with participants and line managers
• How to market in-house trainings internally within organization
• How to evaluate learning impact

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Course Contents

Roles and Responsibilities of Today's Training Manager:
- Understanding the evolving role of the training professionals in today's challenging work
- Creating big picture of how the training function can improve business performance
- Managing the training function like a business by converting strategies into concrete plans
- Identifying stakeholder expectations and determining organizational readiness for training

Practical Guide to Training Need Assessment TNA:
- Understanding TNA and its purpose
- Examining the critical success factors and steps for doing a training need assessment
- Identifying Proactive TNA and Reactive TNA approach for the organizations
- Learning the three important types of analysis: Organizational, task and individual analysis
- Recognizing the success factors of performing strategic need assessment
- Learning why excellent training programs fail to get results due to lack of proper TNA

Fundamentals of Data Gathering:
- Adopting appropriate needs assessment methods to collect data for analysis
- Learning how to conduct practical TNA interviews with actual participants, supervisors and department heads
- Learning how to conduct task analysis and focus groups
- Examining guidelines for preparing and using surveys and questionnaires
- Comparing features of interviews, focus groups, questionnaires and observations

Competency Based Training:
- Determining the purpose of competency based training
- Explaining competencies and how to define them and learning the five phases of competency based assessment
- Learning few examples of definitions of competency dictionary
- Using DEFT Model of Competencies Performance Management

Is Training the Solution?:
- Avoiding the knee-jerk reaction: Understanding what is and what isn't a training problem
- Differentiating between training issues and non-training issues

Getting Approvals:
- Learning how to propose effective training plan for implementation and provide TNA recommendations
- Developing a master plan for future training strategies based on the TNA findings
- Benchmarking the global and local best training practices with success stories
- Involving key stake holders and decision makers in a training framework that drives corporate strategy

In-House or Outsource?
- Deciding appropriately whether to use inhouse trainers or external trainers for training plan implementation
- How to maximize the benefits from outsourced training; defining objectives, measuring effectiveness
- Weighing up the advantages and disadvantages of internal v/s external option

Design Learning Objectives:
- Defining and constructing the components of learning objectives
- Preparing proper training objectives for in-house training courses through 4 levels of learning objectives and determining when to use which level of objectives
- Making the connection between learning objectives and training design and development

Training Service Provider Vendor Management:
- Identifying and selecting the suitable external trainers best suitable as per organization needs
- Partnering with training vendors by forming a relationship where there is a deep level of understanding of what will work best for your organization
- Helping the external trainers to adopt the business and practices to ensure maximum alignment

Letting Go:
- Eliminating redundant training activities which are no longer adding value to your employees and business
- Allocating resources to tomorrow's opportunities instead of yesterday's issues
- Discovering the common pitfalls of unsuccessful L&D methodologies and how to ensure you don't repeat the same mistakes

EXECUTION of Trainings:
- Ensuring effective training coordination and execution of trainings with proper checklists

Evaluate Training Impact:
- Evaluating the effectiveness of the training after the implementation of the training plan
- Evaluating training at the "Four Levels": participant reaction, learning, application and behavior change, and business impact
- Selecting valid and reliable data collection to measure participant reaction, learning, application, and business impact
- Providing recommendations for change by leveraging findings

Promote and Market the Training Function:
- Learning how to make captivating program brochures and information to attract the audience
- Developing pre programs teasers to create interest and suspense
- Learning how to add programs pictures, feedbacks and testimonials in the internal newsletter

Trainer's Profile

Zeeshan Lakhpaty is a well known International Trainer and Facilitator having trained more than thirty thousands of professionals across the Asia Pacific region.

Zeeshan's experience includes training employees from a wide range of industries including banking, insurance, pharmaceutical, telecom, FMCG, information technology, manufacturing, automobile, petroleum and oil and gas industries.

Zeeshan has worked with top leading multinational companies by adding great value with tailored learning interventions. Zeeshan client's include companies like Nestle, Almarai, Toyota, Total Oil, Emirates LC, Abbott, Novo Nordisk, Bayer, Dubai Port Holdings, Schneider Electric, Abu Dhabi Group, Bank of Alexandria, United Nations, Agility Logistics just to name a few.

Zeeshan is among very few industry trainers who have practical experience of working with top multinational organizations; Zeeshan has worked as an employee in various roles with Proctor and Gamble P&G, English Biscuit Manufactures EBM and Royal Bank of Scotland RBS which gives him an edge in designing practical learning interventions with transferrable workplace skills.

Zeeshan has conducted training programs through the Association of Professional Trainers, Singapore, Facilitator's Network Singapore FNS and International Coaching Federation ICF.

Zeeshan regularly writes for DAWN as one of the prominent authors of the best workplace articles published in DAWN Advertiser.

Who Should Attend

- Training Officers
- Training Managers
- Training Heads
- Learning and Development Professionals
- Human Resources Mangers
- Internal Trainers
- Organizational Development Professionals
- Line managers involved in training function