

TARGET DETAIL TRAINING

Training and Return on Investment

Seven options for training evaluation

If you are out to impress your business owners or simply want to substantiate costs yourself, here's a checklist to make your job easier:

1. **Reaction** – always circulate feedback forms in the final training session, so that you gain immediate reaction from attendees. It's a start, but remember, just because a person had a good time does not mean that they learnt anything or implemented any improvements
2. **Learning** – pre and post training assessment to confirm learning/improvements can occur in many forms including mystery shopper audits, direct observation and testing.
3. **Behaviour** – This measures real change as a result of actual behaviour on the job. Workplace observation and assessment via a qualified assessor, coach or manager is the normal process. If there are business operational issues limiting performance, eg. lack of resources, this is normally highlighted during the workplace assessment.
4. **Business Results** – this means measurement of your key performance indicators to really tell the story, ie. average sale, total customers, total sales, sales per person, category sales, stock turns, gross margins, etc. You would look at those indicators that could directly link to training outcomes.
5. **Return on Investment** – this is when you compare efficiency and effectiveness for a profitable result. You would need to quantify the hard to measure competencies, and ask yourself the question, did the dollar value of the produced benefits exceed the cost of hosting the initiative? Here's a simple formula you could use: $ROI\% = \frac{\$ \text{ Total Benefit} \times 100}{\text{Total Program Cost}}$
6. **Sustainability** – now we are referring to longer term longevity of the training, for further effectiveness. This could be the competencies being learnt are applied in preparing the business for the future, and can be measured by continually scanning the market, really knowing our competitors, and market research.
7. **Sharing the Benefit** – This is the highest level of evaluation and is all about value-added benefits. There is an expectation for businesses to be accountable for their actions. Continuous improvement systems via direct feedback from suppliers, customers and partners are what it's all about.

The Power of Positive Thinking

Most people die with their music still locked in them

Your behavior, actions, and choice of words all influence your team members in various ways. By thinking and acting positively we can have an overwhelming influence on others. Leading by example and influencing others is the responsibility of all managers.

Added to this of lately, careers and lives have been disrupted by unprecedented corporate restructuring and you had no choice but to adapt to the changes. You either survived the cuts and had to work harder than ever, or go out to pasture for a while, or rebounded by starting your own business.

Stop right now and think about when you last felt positive, and why you felt this way. Use this now, as a role model, for what you can do right now, to change how you feel.

Start using words like "I can" rather than "I can't", or "Yes, that's possible" instead of "No, that's not possible". You could start thinking about possibilities, ie. "What if...", as opposed to closing your mind and your eyes to those long windy roads to endless choices.

Motivate, Innovate or Stagnate is a special 3 hour workshop that we would be pleased to bring to your workplace. For \$2,400.00 plus GST this includes workbooks, pens and energy driven training to boost your team and get them to take control of their destiny, whilst at the same time achieving more fulfillment from their work.

Word Power Puzzle

We want our customers to meander through our stores, with no concept of time or concerns, so that we have every opportunity to sell to them.

Here's a test for you..... work from the middle square to the top-right square horizontally, vertically and diagonally from square to square, to spell out 10 synonyms of the word "meander". Each square is visited once only.

W	A	E	L	M	N	D
E	N	S	B	A	B	E
D	K	N	R	D	N	I
E	R	A	*	T	L	W
Z	I	G	I	S	L	I
A	Z	U	N	W	O	O
G	T	R	T	O	P	C

Email your 10 words to Kerry at info@targetttraining.com.au and if you can tell us all 10 words we will send the first 5 people a double pass movie ticket to a movie of your choice!