

# Training Programme

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## Personal Development

### WHAT IS IT

This Guide provides best practice guidelines for the time you assign to develop knowledge, skills or behaviour from either classroom or on-line training programmes or attendance at conferences or seminars orientated to specific subjects or issues.

### WHY USE IT

Off the job learning opportunities such as the above options provide a valuable source of learning and development. However the value obtained from some of these options can easily be diluted unless you and your manager adopt appropriate best practice as described below.

### BEST PRACTICE GUIDELINES

#### 1. WHEN TO USE

Timing is very important and for many situations the most useful principle to try and adopt is the “just-in-time” principle.

i.e. when the timing of the learning experience is closely aligned to applying the learning to actual job accountabilities. The greater the time gap between the two experiences then the less value will often be obtained from the learning.

#### 2. HOW TO USE

The application of best practice will always pay high dividends to individuals. So application of these best practice principles pre / during / post the learning event should always be applied.

##### **Pre-event**

- Clearly define the learning need, including timing and support requirements
- Consider the most suitable delivery options, aiming for a practical and realistic balance
- Define, agree and record learning objectives including application to job accountabilities and method of evaluating impact on performance
- Research and identify the most suitable blend of options aligned to learning objectives and schedule implementation or attendance accordingly
- Fulfil all specified pre-course requirements e.g. pre-course work, select conference sessions etc
- Brain-storm with your manager or learning buddy the key issues, questions or considerations you should pursue during the event to maximise the value from the experience

##### **During the event**

- Ensure you advise the workshop facilitator of your learning objective so this can be addressed and assist you achieve it

- Maximise the value to you of each element of the programme / conference through, careful listening, engagement in activities, questions about application, reflection aligned to your learning objective,
- Network with others participants to share learning during and after event
- Evaluate the experience against your learning objective upon completion and decide the extent to which it has been met, how confident you feel in applying your learning and the impact on other learning options such as coaching

#### Post the event

- De-brief your manager and discuss your evaluation of the experience for impact on development objective and the need for further support
- Discuss with your manager the impact on other selected learning options such as coaching from manager
- Volunteer to share your learning with others at team meetings, presentations or knowledge repositories
- Share your experience and evaluation with your learning buddy and focus on methods to maximise job performance

### 3. EVALUATION

As part of the preparation process, you should agree a Development Objective that reflects the impact on a specific project aligned objective.

i.e. – a development objective such as

- *“Improve my presentation skills”, focuses just on the development of this skill, whereas the following focuses on the application of the new skills:-*
- *“Obtain appropriate approval of the “XYZ” Development Plan by (date) through clear presentation of project proposals”.*

### 4. TOP TIPS

#### For the Individual

- Schedule your learning as close as possible to when you need to apply it - just in time training, bearing in mind you may have selected several learning options
- Explore an e-learning or on-line learning option, before considering a classroom programme as they may often satisfy your development need and save you time
- Ensure you create a smart development objective together with evaluation criteria
- Consider blending classroom or e-learning with other options such as:-
  - Coaching from manager or an agreed person
  - Review with your learning buddy or a colleague of your choice
  - Reading and / or web research
- Increase the value of your learning by discussing it with your team
- Produce a Conference / Seminar report of key learning points and discuss with team

### For the Manger

- Encourage the individual to consider a range of options rather than ‘just classroom’
- Encourage the individual to balance length and cost of training with the payback benefits
- Before implementation – agree objective, evaluation method, provide support and agree date for follow-up review
- Post implementation – listen carefully to the feedback and individual’s confidence to apply the learning to satisfy the agreed development objective and be ready to provide additional support as required
- Encourage individuals to share learning with colleagues and team members in order to increase the scope of the payback and further nurture a learning environment.

### NEXT STEPS

We trust that this Success Guide will assist your personal development and help build your capability and performance

You may find some of our other Success Guides of value for your Personal or Career Development. For your convenience we list these below and you can access the index for these via the link below:-

#### Related Success Guides

[CLICK HERE](#) to return to the Index for our Success Guides series and to access those of your choice.

#### Personal Development

- Benchmarking
- Coaching
- Job Assignment
- Job Shadowing
- Learning Buddy
- Mentoring
- Off the Job Development
- Personal Development
- Personal Development Plan
- Secondment
- Team Development
- Visit Another Department

#### Career Development

#### Undergraduates & Graduates

- Assessment Centre Preparation
- Assessment Centre Guide
- Find Your First Job –Graduates
- Find your First Job – Undergraduates
- Graduate CV
- Undergraduate CV
- Summer Internships

## Experienced Managers

- How to Job Search
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