



M309

11 Reasons Why Training/ Learning Fails . . .

. . .and what you can do about it

AGENDA

- Review the process used to evaluate success/failure of training/learning
- Examine the major reasons why training/learning fails to deliver
- Explore specific remedies needed to correct the problems
- Consider an overall action plan to improve training/learning

May 19, 2003

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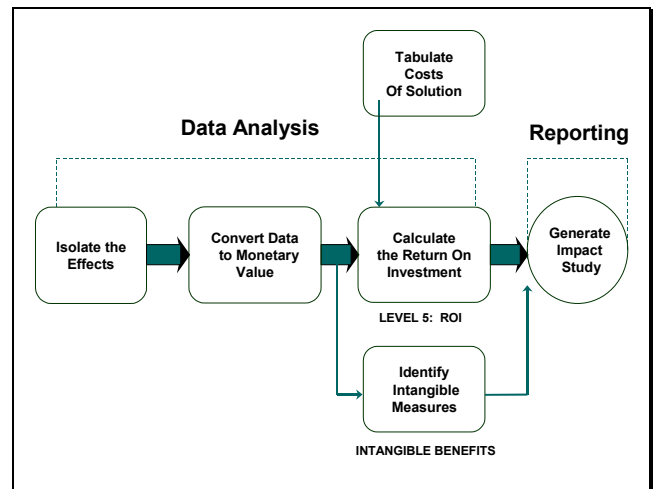
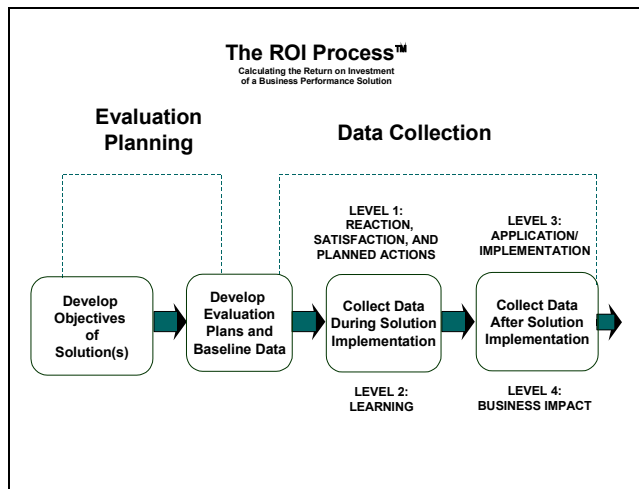
The Measurement Process

Type of Measure

Measurement Focus

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. Reaction & Planned Action 2. Learning 3. Application 4. Business Impact 5. Return on Investment 6. Intangible | <p>Measures participant satisfaction with the program and captures planned actions.</p> <p>Measures changes in knowledge, skills, and attitudes.</p> <p>Measures changes in on-the-job behavior, and application of what was learned.</p> <p>Measures changes in business impact variables.</p> <p>Compares program benefits to the costs.</p> <p>Application and impact measures not converted to monetary value.</p> |
|---|--|

...and includes a technique to isolate the effects of the program or solution.



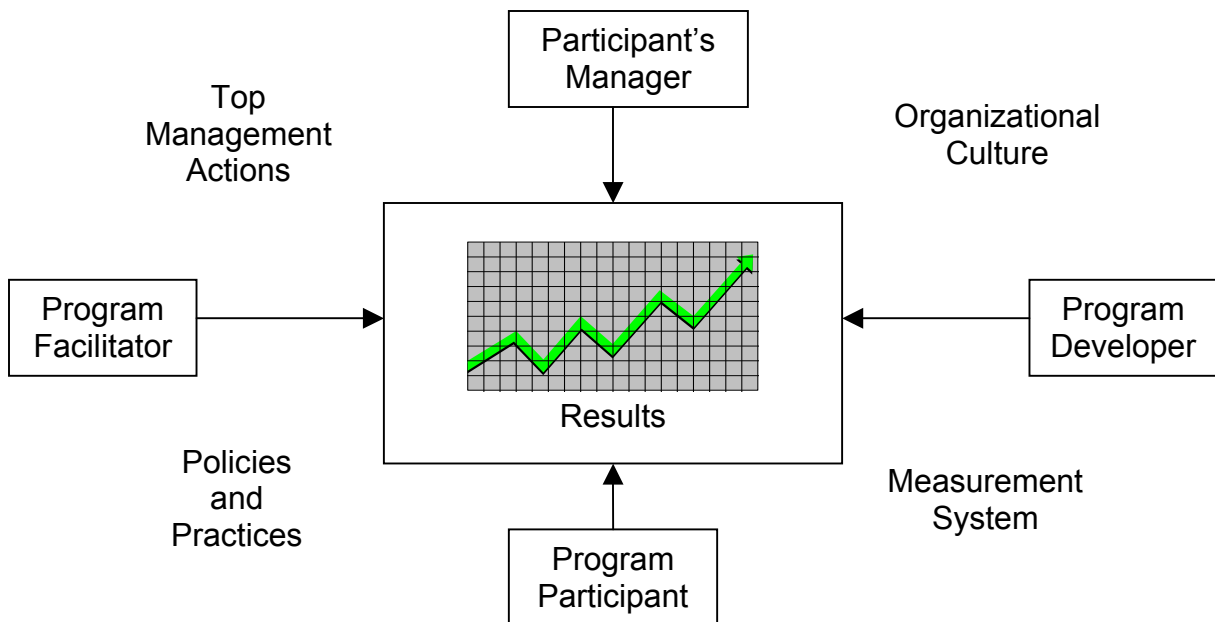
#3 – Lack of Specific Direction and Focus

Examples of Objectives <i>Objective</i>	<i>Level</i>
1. Decrease error rates on reports by 20%.	
2. Increase the use of counseling skills in 90% of situations where work habits are unacceptable.	
3. Achieve a post-test score increase of 30% over pre-test.	
4. Initiate at least three cost reduction projects.	
5. Decrease the amount of time required to complete a project.	
6. Achieve a 2:1 benefit to cost ratio one year after program implementation.	
7. Receive a job relevance rating from participants of at least 4.5 out of 5.	
8. Increase the external customer satisfaction index by 25% in 3 months.	
9. Handle customer complaints with the 5-step process in 95% of complaint situations.	
10. Achieve a job simulation test score average of 75.	
11. Conduct a meeting with direct reports to set performance improvement goals.	
12. At least 50% of participants use all customer interaction skills with every customer.	

#5 – Regarding Training as an Event or a Series of Events

#6 – Participants are Not Held Accountable for Results

Responsibility for Training Results



#8 – Lack of Management Reinforcement and Support

The Transfer Matrix

		Before	During	After
Role Players	Manager			
	Trainer			
	Trainee			

Organizations are obtaining manager support by:

- developing management reinforcement modules for a particular program
- defining manager's support roles
- conducting workshops for managers showing their specific roles
- holding managers accountable through their own job descriptions and responsibilities
- rewarding managers for doing it right

#11 – Failure to Provide Feedback and Use Information About Results

Common Target Audiences

<i>Reason for Communication</i>	<i>Primary Target Audience</i>	<i>Level of Data</i>
Secure approval for program	Client, top executives	4, 5
Gain support for the program	Immediate managers, team leaders	3, 4, 5
Build credibility for the training staff	Top executives	4, 5
Enhance reinforcement of the program	Immediate managers	3, 4
Enhance results of future programs	Participants	1, 2, 3, 4
Show complete results of the program	Key client team	1, 2, 3, 4, 5
Stimulate interest in training programs	Top executives	4, 5
Demonstrate accountability for client expenditures	All employees	4, 5
Market future training programs	Prospective clients	3, 4, 5

Specific Action Items to Improve Training/Learning

#1

#2

#3

#4

#5

#6
