

Organisational Development Approach: To train or not to train?

"We need training!"



Check by asking:

- How do we know?
- What's the goal here?
- What do people have to do to achieve it?



Go further:

- What stops them from doing that?
- What (measurement/s) would show it's going well?
- If you're not measuring, how do you know there's a problem?

We need to establish whether people can't do what they need to do because of...

Knowledge

e.g. of policy & processes



- Where is the knowledge?
- Where should it be?
- What's the minimum info needed to complete the activity?

Skills

e.g. giving feedback, customer service



- Can this be learned 'on the job'?
- Will some form of ready prompts & job aids help?

Motivation

Why should we do this – what's in it for us?



- Is motivation low because of the environment?
- Is it low because of low skills or lack of knowledge?

Environment

Physical (e.g. equipment/IT) and social (team culture)



- Is it about group culture?
- What will have influence? E.g.
 - Transparency
 - Recognition & reward
 - Trust

Interventions: Knowledge & Skills

- Review and improve processes
- Create **job aids** for 'on the job' support or **activities** to embed new skills and processes
- **70:20:10** – remember most learning is done while working

Interventions: Motivation & Environment

- How can these be addressed differently?
- Training may help with 'work arounds' but is unlikely to resolve underlying issues