Train the Trainer Award

MQF Level 5

Janice Ellul

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Introduction

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Activity #1
ICE BREAKER

Choosing the right Training Method

Learning Objectives

1. Understanding the different types of training methods.

2. Understanding the advantages and disadvantages of each training method.

3. Choosing the right training method.

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According to Training Industry (2017), 70% of learning leaders believe that utilizing more than one training methodology is crucial for learning.

Why is choosing a training method important?

✓ When tasked with devising and delivering corporate training, there's always a lot to consider.

✓ However, the most important consideration should always be which methods will benefit both your employees and your business. Research on training methods is essential to avoid the unnecessary costs that come with training. According to Forbes, the training market is worth approximately $109 billion in the United States.

✓ It is important to understand your teams' training preferences, as well the learning objectives being set, the overall cost, and the perceived performance benefits for staff once training is complete.

✓ Using several methods for each training session may actually be the most effective way to help employees learn and retain information.
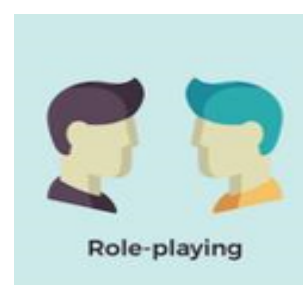
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Can you give some examples of different training methods?

Training Methods Examples

The best types of employee training methods for your workforce may include:

Instructor-led training

eLearning

Coaching or mentoring

Group discussion and activities

Case studies or required reading

Hands-on training

Role-playing

Lectures

Simulation employee training

Instructor-Led / Classroom-Based Training

✓ Instructor-led training is the traditional type of employee training that occurs in a classroom, with a trainer presenting the material.

✓ This can be a highly effective method of employee training, especially for complex topics.

✓ Instructors can answer specific employee questions or direct them to further resources.

✓ They also allow for highly-skilled instructors to match the training level and style to the employees in the room.

Instructor-led training

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Instructor-Led Training

✓ Train a large group of employees at the same time.

✓ Trainees can interact with trainer and other trainees.

✓ Questions are asked there and then.

X Costly.

X Takes time to implement.

X Unnecessary for concise topics.

X Trainees are unable to move at their own pace.

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E-Learning

✓ E-learning courses are now most commonly accessed by logging in to an online portal or corporate LMS where a training course is broken down into sections that the trainee must complete.

✓ It relies on online videos, tests, and courses to deliver employee training.

✓ Employees can do their training right in the palm of their hand with a smartphone or on their company computers.

✓ It's one of the easiest types of employee training to roll out to larger populations, especially for employees who are remote or have high-turnover rates.

E-Learning

✓

- ✓ Fits flexible lifestyles.
- ✓ Scalable for any number.
- ✓ Saves money – trainers, travel costs, venue, catering etc.
- ✓ Ongoing access to training courses and resources.
- ✓ Can be done remotely.

X

- X Not suitable for complex concepts.
- X Not suitable for required hands-on concepts.
- X Trainees are left unmonitored.
- X No interaction between trainer and trainees – employees might feel isolated.

Hands-On (On-the-Job) Training

✓ Hands-on training includes any experiential training that's focused on the individual needs of the employee. It's conducted directly on the job.

✓ Hands-on training can help employees fit perfectly into their upcoming or current role, while enhancing their current skills.

✓ Employees are actively involved in learning and they also participate in real activities that relate to their current or future job.

✓ In some cases, it may be beneficial to incorporate an employee shadowing component. This will allow new hires to gain a little insight into the context and job requirements before trying it on their own.

Hands-on training

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Hands-On (On-the-Job) Training

✓

- ✓ Focused on the individual needs of the employee.
- ✓ Applicable immediately to the employees' jobs.
- ✓ Can result in rapid learning.
- ✓ Effective when learning new procedures and new equipment.

X

- X Not suitable for large groups.
- X Instructor might not be a qualified trainer and inappropriate 'short-cuts' might be taught.
- X Might be overwhelming for some trainees.

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Coaching or Mentoring

✓ Coaching or mentoring can share similar qualities to hands-on training, but in this type of employee training, the focus is on the relationship between an employee and a more experienced professional, such as their supervisor, a coach, or a veteran employee.

✓ The one-on-one mentoring style creates a relationship between employees that carries far beyond training.

✓ It also allows the employee to ask questions they may not feel comfortable asking in a classroom, instructor-led training.

✓ This training method can be done in person or virtually, through online coaching sessions.

Coaching or mentoring

Coaching or Mentoring

✓

- ✓ Gives individual attention as it is mostly done 1-1.
- ✓ Prevents costly mistakes by subordinates.
- ✓ Might save time in the long run.
- ✓ Suggest more effective strategies.

X

- X Not suitable for large groups.
- X Requires lots of patience, wisdom and experience.
- X Best employees will need to take time away from their work to train or develop staff.

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Lecture-Style Training

✓ The lecture is one of the oldest forms of training, second to demonstrate. In the early days, knowledge was transferred through demonstrations.

✓ Important for getting big chunks of information to a large employee population, lecture-style training can be an invaluable resource for communicating required information quickly.

✓ During a lecture, the trainee does little except listen, observe and perhaps take notes.

✓ An oral lecture should not contain too many learning points unless printed text accompanies the lecture.

Lectures

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Lecture-Style Training

✓

- ✓ Suitable for large groups of people.
- ✓ Trainer has a high degree of control over training process and content.
- ✓ Cost-effective since it caters for large groups.

X

- X Lack of interaction.
- X Inability to identify and correct misunderstandings.
- X Trainees often forget most of the information provided orally.
- X Trainees usually find it boring.

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Simulation Training

✓ Simulation training is most often provided through a computer, augmented, or virtual reality device.

✓ Despite the initial costs for producing that software or technology, however, simulation training can be a necessary option for employees in riskier or high-stakes fields.

✓ You'll often see simulation training for pilots or doctors, but it can be useful for other employees too.

✓ Successful simulations reflect actual work situations, and allow trainees to solve issues that they will likely face on the job.

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Simulation employee training

Simulation Training

✓ Highly effective and reliable.

✓ Trainees can learn at their own pace.

✓ Suitable for training considered dangerous if performed in a real environment.

X The simulation software is usually quite expensive.

X Requires trainees to be computer literate.

X No interaction with trainer or trainees.

Group Discussions

✓ Group discussions provide trainees with information that is supported, reinforced and expanded on through interactions both among the trainees and between the trainer and trainees.

✓ It allows multiple employees to train at once, in an environment that better fits their current departments or groups.

✓ It provides a two-way flow of communication. Knowledge is communicated from the trainer to the trainees and amongst trainees.

✓ This type of employee training is best used for challenges that require a collaborative approach to complex issues.

Group discussion and activities

Group Discussions

✓

- ✓ High level of interaction.
- ✓ Quick feedback is ensured.
- ✓ Better understanding of the topic is possible.
- ✓ Questioning can be done by both trainer and trainees.

X

- X Success of training depends on the value of the discussion.
- X Ineffective for trainees who do not like public peaking.
- X Discussion might deviate from the subject.
- X No structure, i.e trainer needs to make sure all information is covered.

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Role Playing

✓ Similar to group discussions, role-playing specifically asks employees to work through one aspect of their jobs in a controlled scenario.

✓ They'll be asked to consider different points-of-view and think on their feet as they work through the role-playing activity.

✓ This method is most effective in industries that require client or customer interaction, as it allows employees to practice handling difficult situations.

✓ With role-playing, trainees can practice what they've learned in a personalized and simulated situation. They can still fail, but with good content and safe role-playing, there won't be any serious consequences.

Role-playing

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Role Playing

✓

✓	High level of interaction.
✓	Prepare employee for real-world scenarios.
✓	Quick feedback is ensured.
✓	May be both structured and spontaneous.

X

| X | May be unnecessary for simple straightforward topics. |
| X | Not suitable for trainees who are not confident in public speaking. |

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Case Studies

✓ Case studies, can provide a quick way for employees to learn about real workplace issues.

✓ Trainees are given scenarios, either real or imagined, that depict common work situations.

✓ Either independently or in team-building session, the employees are then asked to analyze the case and come up with ideal solutions and scenarios.

✓ Case studies are a great option for focused topics, but more complex topics will likely require more advanced types of employee training.

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Case studies or required reading

Case Studies

✓

High level of interaction.

Prepare employee for real-world scenarios.

Helps develop analytical and problem solving skills.

Enhances relationship between trainees.

X

Might not be suitable for complex topics.

Not suitable for trainees who lack some basic knowledge about the subject.

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Other Methods

✓ There are numerous other methods that you can use to facilitate a training session:

- Films and Videos
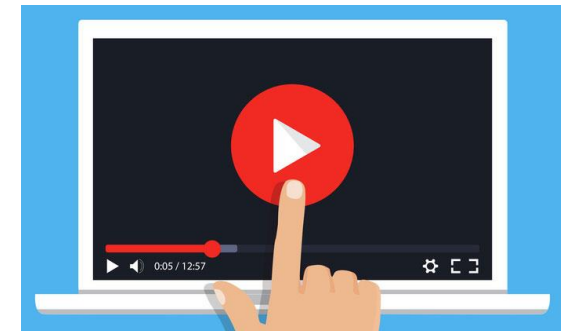- Gamification
- Story Telling
- Blended Learning

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Films and Videos

✓ Many employees prefer videos to reading materials. There are several approaches to training videos. The approaches include:

✓ **Animation:** This style allows complex topics to be explained through visual illustrations. If a topic is difficult to record, animation is probably the best method.

✓ **Live action:** Live action videos are more demonstrative and are great for showing appropriate and inappropriate interactions through role-play scenes.

✓ **To-camera:** This approach features a narrator that is speaking directly to the viewer. Typically, the narrator is communicating the information through a more lecture-style format.

✓ **Screen recorded:** This method features a recording of things happening on the computer screen. It's perfect for showing employees how to use new digital tools through a step-by-step process.

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Films and Videos

✓ Videos can make difficult material more interactive, engaging and demonstrative.

✓ Additionally, like computer-based training, the material is easily accessible. An in-person facilitator is unnecessary and employees can revisit the information whenever they need.

✓ Though making videos is relatively affordable, it can be time-consuming.

✓ It may be beneficial to partner with a training video agency to save yourself valuable time and frustration.

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Gamification

✓ Using games for education is affordable, competitive, and motivational, especially in the digital era, in which many applicants and employees are highly involved with technology.

✓ It works by turning learning into a game, motivating staff by giving them the opportunity to gain recognition and rewards and by providing real-time feedback. This may be in the form of badges earned for unlocking a level of achievement, quizzes, and leaderboards for healthy competition amongst colleagues.

✓ One of the disadvantages of this method is the inability to determine the components in a game that will contribute to the training itself. Trainers can't really make sure that every learning concept will be accepted by the trainees through game playing.

✓ Still, game-based training teaches students to compete in environments like business, sports, or law.

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Story Telling

✓ Stories can be used as examples of right and wrong ways to perform skills with the outcome of each way described.

✓ This method is most effective with debriefing questions, such as:

- How does this story relate to training?
- How did the main character's choices make you feel?
- What assumptions did you make throughout the story? Were they correct?
- What would you have done differently?

✓ This technique makes communication easier since it is nonthreatening with no one right answer.

✓ It is cost effective, especially if trainers have their own stories to tell. Stories can also make sessions more personal if they involve people trainees know.

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Blended Learning

✓ The blended learning approach is simply acknowledging that one size doesn't fit all when it comes to training. In a nutshell, blended learning means using more than one training method to train on one subject.

Here are several good reasons to use a blended learning approach:

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A University of Tennessee study showed that a blended learning programme reduced both the time and the cost of training by more than 50%.

The same study showed a 10% improved result in learning outcomes compared with traditional training.

Blended Learning

✓ Chances are you already use this method perhaps without even realizing it. Have you ever:

- Used a PowerPoint training session and incorporated written quizzes, small group discussions, and role plays at various points in the training?
- Broken a complex subject into parts and used a different training method to teach each section or step?
- Used a live trainer with hands-on demonstrations for initial training and a CD-ROM or online course for refresher training?

✓ However time consuming this process may seem, blended learning offers trainees a well-planned session that is custom-designed for them, the subject, and the learning environment.

✓ In the long run, blended learning saves time and money since this training process is an efficient use of resources to help employees develop sufficient levels of knowledge retention.

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Blended Learning

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Selecting the Right Method

✓ At the end of the day, it doesn't matter how much time, effort, or money you spend on training if it's the wrong training delivery method.

✓ That's why you need to consider the answers to a few important questions to find the best training methods for your employees. Here a few questions you need to walk through:

Selecting the Right Method

1 **What's the purpose of the training programme?**

The first step is always to identify the objectives of your training program. Depending on your training goals, certain training methods will deliver better results.

2 **Who is the audience?**

Training is most effective when your learners understand the purpose of training and see how it can help them in their roles. So, it's important to not only consider how many people you'll be training, but also where they're located. If you have a large team that's located across multiple locations or working remotely, you'll need to find a training method that supports a dispersed team.

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Selecting the Right Method

3 **What are their learning needs and backgrounds?**

One-size-training doesn't work in today's modern workplace. For example, you need to train and onboard new hires differently than you continuously develop and enable seasoned teammates.

4 **What do they need to learn?**

It's also important to consider the topic or information that will be covered during training. Not everyone learns at the same pace, so if you're looking to train on something complex or in-depth, it may be better to complement a classroom training session with an online course as it gives employees the chance to revisit and review training as often as they need it.

Selecting the Right Method

5 **What resources do we have available?**

Of course, it's also important to take inventory of your available training resources. If you're looking to deliver in-person training, do you have a conference room or space that's big enough for everyone? Additionally, do your subject-matter experts or trainers have the availability to train multiple sessions?

6 **Do we have any time restrictions?**

For some companies, training may need to be rolled out sooner rather than later. Which means your training method needs to support fast and effective training delivery.

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Questions?