

## Leaders and Employee Development

Investment in employee development can cost organizations hundreds of thousands of dollars a year, right off the bottom line.

Year after year individuals go on programs focused on improving employee performance, which cost those organizations thousands of dollars when you consider the expense of:

- Registration
- Travel
- Accommodation
- Meals
- Workbooks and other materials

Why then did the organizations not invariably get the change in performance expected from the programs they select with great care?

The question, "why did I even bother", has been asked by leaders of organizations large and small and answered in many ways.

- a) the employee was unable or unwilling to be changed or developed
- b) the learning program was poorly designed and/or delivered
- c) the employee treated this like a paid vacation and never even tried to learn the new skills or techniques

The one aspect that is often overlooked is the leader's role in the training process. Before you send someone off to a development workshop or seminar or series of programs, consider:

- Have I identified specifically what I expect them to do differently when they return?
- Have I established a specific means of measuring their change in performance?
- Have I communicated my expectations to the individual going to the program in specific measurable terms?
- Have I established a specific plan to meet with the individual and discuss the program when they return?
- Do I have in place specific monitoring or mentoring programs to support the individual's change in behaviour?

If you are able to answer all five questions YES, Congratulations your organization is supporting development of individuals. If any answer is NO, what are you doing about it?

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