

**Volume 3****What I am hearing**

I had a conversation with someone who has trained thousands of people over the past decade and she shared something that surprised me. Mitzi Taylor of Not So Basic Training ([www.notsobasictraining.com](http://www.notsobasictraining.com)) estimates, based on an evaluation they give every learner, that 70% of the people in their classes do not have a clear reason WHY they are there. Having a clear reason for attending means someone has explained why they are attending the training, what to expect in the class, and what are the expectations when they return to their job.

**What it means**

The recipe for developing people is simple. First, provide a clear idea of the goal or performance objective. Add to that an open and honest discussion about how someone is performing today and where he or she needs to be performing in the future. Finally, determine what the person needs to do to close that gap in performance. This core conversation is simple, but very difficult to do. Mitzi's number confirms this reality.

This number means that we, as leaders, are not taking the time to ask a few simple questions or have the conversations that would make answers to these questions clear to our people. Remember the Gallup research that resulted in the Q12? The top two questions to gauge employee engagement and business success are:

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my work right.

**What you should do**

My fourth pillar of becoming a successful leader is to Build Habits. Being extremely busy is a valid barrier, but not a valid excuse if you want your people engaged and learning. The habits of having annual performance reviews and routine one-on-ones, when done effectively, will set people up to be part of the 30% that Mitzi has seen that come to training with a clear idea of what they need. It does not take a good process for a manager to be good at doing this. If a manager understands this, they will be successful whether you have a great process/form or not. However, to do this well as a total organization requires good processes and a culture where leaders are expected to and rewarded for doing it well.

To test your own organization's ability and culture, ask for two things:

1. Ten evaluations from people who recently went to class.
2. Most recent performance evaluation from those ten people.

Now answer the question for yourself: what percentage of people had a clear idea of why they were going to training? (Realize that the next question is, "What difference did it make in their performance?" Feel free to ask that one too!)

Do you need to build a culture around this or build a better process? Do you have a limited budget for training and you want to make sure it is being focused on the key performers in your business that you see as your next leaders? **I know what to do!** Contact me. [scott@thetrugroup.com](mailto:scott@thetrugroup.com)