

Manager's Guide for Facilitating Change

Why this Guide?

A successful training leads to behavioral change.

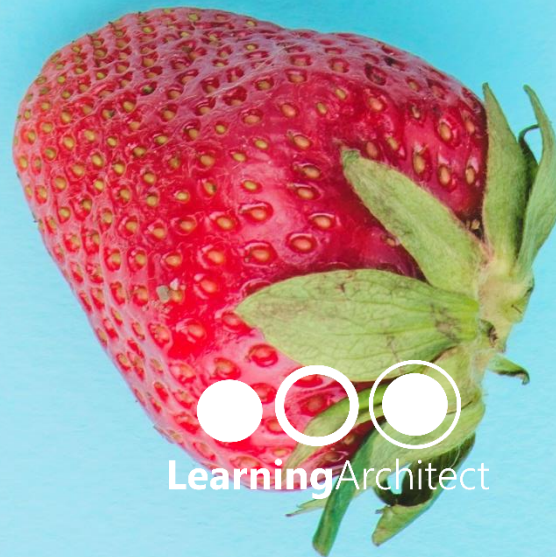
In order to achieve this goal, your support as a direct manager is very **valuable**.

We know **your time is limited**, and that is why we have developed **this short guide**.

It provides you with **easy-to-apply coaching tools that facilitate behavior change** and thus maximize training ROI.

3 Defining Moments

WHERE 10 MINUTES OF YOUR TIME CAN MAKE A DIFFERENCE



Chat No

1 Before the Training Session

Chat No

2 (Right) After the Training Session

Other Chats

3 First 30 Days After the Training Session

Before the Training Session

1

BEFORE THE TRAINING SESSION **Explain the WHY'S**

Once the why is clear, someone feels more connected to the topic and *more aware* of the benefits.

The link with performance objectives – *“this will help you and us as a team become better at...and this will lead to higher/ better/ more...”*

The link with a challenge/ a painpoint – *“you mentioned you have a challenge with....this workshop will give you the tools to manage that and feel better about...do better when you are confronted with (challenging situation)”*

The link with career growth – *“in order for you to reach the next level in your career, you need the skills of...and this workshop is about that.”*

1

BEFORE THE TRAINING SESSION

Sell the training

Coming from you, positive words are convincing and create enthusiasm.

*I believe it will be **a great experience**, because it has been **customized especially for our needs**, the methods are **very interactive**, you get to **meet a lot of new people**.*

1

BEFORE THE TRAINING SESSION

Clarify expectations

Once someone understands that training is an investment, *accountability* can increase

Clarify:

Expected behaviors from the participant during training – active involvement, curiosity, openness, asking questions,

Expected behaviors after the training – share with you as a manager, share with colleagues, apply

1

BEFORE THE TRAINING SESSION

Discuss next steps

It helps to reassure the participant that you are committed as well, that there will *be a follow-up*:

A 1-1 with you after the training to share feedback, insights, what they can apply

A sharing session with the team (optional – if others can benefit from the learning as well and did not attend)

1

BEFORE THE TRAINING SESSION **Don't's**

Don't make training corrective/ remedial: *you are attending this because you are doing poorly at...*

Avoid the words "must" or have to – training should be viewed as an opportunity, not as something mandatory

Use instead: *it would be great to...it s very helpful to/ important to...it is a great opportunity...it will be a great experience*

After the Training Session

2

AFTER THE TRAINING SESSION

Get overall feedback

How was the session? What did you like most?

2

AFTER THE TRAINING SESSION

Ask about key learning points

What did you learn about yourself?

What did you learn about the collaboration with others?

What were the most helpful concepts?

What practical tools did you learn?

2

AFTER THE TRAINING SESSION

Co-create an action plan

Thinking about how you have done things up to now, what do you feel you were already doing well?

What would you like to do differently?

What new things would you like to apply?

Let's see what we could: KEEP – STOP - START

In what situations can you apply these actions? With whom? What kind of results do you aim to get?

Who else could benefit of these conclusions? With whom can you share the conclusions? How could we do this?

How can I support you?

First 30 Days After the Training Session

3

FIRST 30 DAYS AFTER THE TRAINING SESSION

Research suggest a **new habit needs 21 days to develop**, this is a window of opportunity that closes if the new behavior is not practiced. Here's what you can do to encourage **deliberate practice** = an approach in which the learner is consciously applying and testing the new information in real life situations.

3

FIRST 30 DAYS AFTER THE TRAINING SESSION

Provide opportunities for practice

Project meetings

Presentations

Talking to people outside his/her immediate area

Exposure to management/customers/different stakeholders

Job enrichment (a new and more challenging task)

Buddy system (teaching a junior what they have learnt)

3

FIRST 30 DAYS AFTER THE TRAINING SESSION

After each opportunity, discuss

How did it work?

What worked well until now? What did you learn?

What was more challenging? Why?

Where do you see an improvement already?

What can you do next?

How can I support you?