

# Getting Leaders to Own their role in Employee Training

## DevLean19 – session# 411 – speaker Laura van den Ouden

75 actions from the manager:

	Before the training starts		During or in between training days		After the training
1	Pointing out qualified employees to develop the program	26	Be at the kick-off of the program	51	Hand out certificates after the training (moment to celebrate)
2	Participate in the preview of the training program	27	Participate during 1 or more training days	52	Helping create assessments on improvement of skills/work
3	Participate in informing employees about the program	28	Meet with participants to discuss application possibilities	53	Giving positive feedback on achieved results in work
4	Giving points of views on the desired standards/results at work	29	Complimenting participants who follow the whole program	54	Keep coaching employees to apply newly learned skills to their work
5	Select participants for the training	30	Create time in the employees schedule to practice at work	55	Making changes in workprocesses after the training
6	Agree on absence of employees during the trainingdays	31	Prevent delays in regular work during the trainingdays	56	Ask for feedback on the performance of employees (360)
7	Provide facilities for the training	32	Creating regular feedback of lessons learned to workplace	57	Ask if employees can give presentations to other departments
8	Inform participants about the goals of the training program	33	Check presence during trainingdays of all participants	58	Informing employees about the improvement of their work
9	Agree on using information (examples,cases) for the program	34	Motivate employees to share their ideas to change work	59	Taking care of a follow-up of the training (extra day)
10	Guarantee salary implications when you successfully implement the lessons learned in your work	35	Create possibilities for participants to execute ideas	60	Involve employees in workrelated decisions that how to do with what they recently learned
11	Allowing changes in the work (processes) when the employees return from the training	36	Informing stakeholders about the (progress) of the training	61	Rewarding employees who improved their work or helping others to do so
12	Actively participating in stating learning goals	37	Coaching of employees on their personal learning goals	62	Keep on giving opportunities to experiment at work
13	Actively participating in helping designing the program (globally)	38	Encourage participants to experiment with new ideas	63	Create a good knowledge system to capture lessons learned
14	Agree on a kick-off for managers and for employees	39	Preparing the workplace to the return of the participants	64	Receive feedback from employees on your managementperformance
15	Discussing with HR who can be in the training	40	Making taking about the training a regular topic	65	Update stakeholders on the improvements of employees
16	Informing (other) stakeholders about the trainingprogram/-goals	41	Create a buddy system among the participants to brainstorm	66	Allowing employees to be co-trainers for next groups
17	Agree with employees on the desired outcome of the training	42	Monitor if participants need extra help (coaches, HR help)	67	Creating publicity about the certificates/improvements of team
18	Inform employees about preparation time, homework, etc	43	Monitor how participants are improving or experimenting	68	Creating possibilities to share lessons learned
19	Allowing time of employees to participate in developing program	44	Create possibilities for participants to share ideas with other colleagues (in their team)	69	Keep on having regular meetings on the applying of the lessons learned at work
20	Taking care of substituting employees during the program	45	Reward a colleague or participant to help others	70	Check with clients if they see improvements of the team
21	Select a suitable trainingschedule and pace and timing of program	46	Meet with the trainer or facilitators for extra tips/help	71	Monitor improvements and plan for the next learning event
22	Checking trainingmaterials to be accurate and motivating	47	Relieve workingpressure in between training days	72	Share with other managers your lessons learned as a leader
23	Ensure the participation of all participations during all days	48	Giving compliments about improvement or efforts to improve	73	After 6 months evaluate the training and the effects again with workers
24	Selecting business challenges during the trainingperiod	49	Offer your help as a servant leader in between days	74	Meet with HR and the trainers after 6 months
25	Taking care of costs	50	Show interest in participants	75	Evaluation with HR and trainers

Source: Broad & Newstrom e.a.