

Use this planner to map out training for your operational managers that will actually work.



Training Goals

Goals for training (e.g. develop capability, meet business goals, reduce churn, improve engagement, increase productivity, build employer brand, provide development pathway to improve retention, reduce legal risk etc.). Include measurable outcomes like changes in assessed competency, improved engagement scores, reduced staff turnover, unit cost reduction, customer satisfaction

Goal	Measure	Current	Target
e.g. Improve engagement	% fully engaged	25%	50%



Training Review

Review of results from past/existing training – In each column write the training programme used by your organization and rate each out of 10 for effectiveness. (1 - low / 10 - high)

Training type examples: workshop, self-paced online learning, external course, 1:1 coaching

Training Effectiveness	Training Type			
	(e.g. workshop)			
Relevance of content	8			
Ability to apply learning	3			
Retention of learning	3			
Behaviour change	2			

- Standalone workshops have a poor track record of retention & application as they only deliver on content, not process (ref. [The Missing Piece of the Puzzle](#))
- Self-learning has a 95% dropout rate if there are no certificates
- [Blended learning](#) has the most learning impact on soft skill development



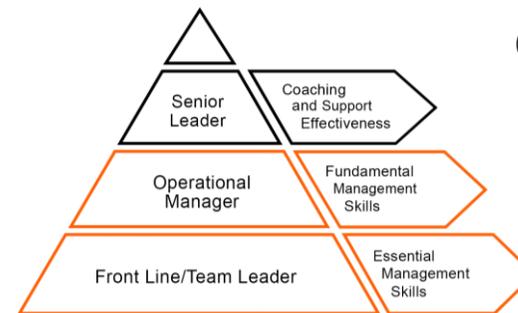
Training Development Focus

Rate the following (1 - not important / 10 - very important)

Management Behaviour	Importance (1 – 10)
Self awareness	
Work well with their team and others	
Prioritise and make better use of their time	
Manage others effectively	
Listen and speak more clearly	
Get others working well together	



Who to Train



i To maximise training impact focus on operational (department) managers and front line / team leaders.

Roll out training programmes in cohorts of learners, matching skill development needs to leadership level

i Maximise learning impact by including participants' leaders. Management training often fails because the participant learns new language and ideas that their leader isn't exposed to and therefore doesn't actively support or even understand. This quickly dissolves participants' motivation to apply what they've learned.

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Skills

Skill areas to develop.

Skill	<input checked="" type="checkbox"/>
Proactive vs Reactive	<input type="checkbox"/>
Time management	<input type="checkbox"/>
Working with your team	<input type="checkbox"/>
Managing priorities	<input type="checkbox"/>
Clear communication	<input type="checkbox"/>
Building good habits	<input type="checkbox"/>
Making better decisions	<input type="checkbox"/>
Resilience & stress management	<input type="checkbox"/>
Delegating effectively	<input type="checkbox"/>
Developing team talent	<input type="checkbox"/>
Difficult conversations	<input type="checkbox"/>
Meeting magic	<input type="checkbox"/>
Coaching	<input type="checkbox"/>
	<input type="checkbox"/>



Programmes

Programmes are more effective for behaviour change than single learning episodes. McKinsey recommends a minimum of 6-9 months of regular learning on a common programme to develop new organization-wide language and behaviours.



Training

Calculate participant numbers from each of your departments / functions or locations

	Department / Function or Location <small>(e.g. Operations / Logistics / Customer Service or Site A / Site B)</small>	Operational Managers <small>(#)</small>	Front Line / Team Leaders <small>(#)</small>	Senior Leaders in Coach / Support Role <small>(#)</small>	Total <small>(#)</small>
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
	Total Participants (a)				
	Budget per participant / per annum (b)	\$	\$	\$	\$
	Total Budget (a x b)	\$	\$	\$	\$



Notes