

*rego*University 2017

Ongoing Training/Mentoring Best Practices

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Introductions

- Take 5 Minutes
- Turn to a Person Near You
- Introduce Yourself



Agenda

- What is Success?
 - Discussion #1
 - Build a Successful Training Program
- Keep Them Coming Back
 - Discussion #2
 - Implement Organizational Change Management
- Appendix
 - Training Methods
 - Learning Styles

Part I: What is Success?

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Open Discussion #1

- How do you know training is working?
- What type of feedback do you hear from the participants?



Meet End Users Where They Are

- ✓ Teaching features/functions is fine, but helping end users understand how and why to use the tool **in their specific context** is even more powerful and will yield better results and higher adoption rates
- ✓ Provide hands-on reinforcement of what is being taught

Complete a Change Impact Analysis

- ✓ Understand the possible implications of each role. Change often produces a large ripple effect if trying to stuff too much information into one training class. This can reduce the ability to retain and use the information.
- ✓ Identify all the documentation that might have to be modified or created to support the training
- ✓ Identify the detailed steps for each role that is required to implement the change and ensure the training supports these tasks. In other words, show how the process and tool work together.

Blend Various Teaching and Learning Methods

- ✓ Using several methods for each training session helps employees learn and retain information
- ✓ Use for initial launches as well as ongoing training/ support

Training Doesn't Stop At Go Live

- ✓ Training is not a one-time event!
- ✓ Make regularly scheduled events to support participant schedules and learning styles
- ✓ This doesn't all have to fall on the PMO. Identify and enable champions and mentors within the organization to help support/ marketing.

Part II: Keep Them Coming Back

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Open Discussion #2

- Why is on-going training, mentoring, and support critical?
- How to know who needs mentoring?
- How do you organize teams to support on-going mentoring?



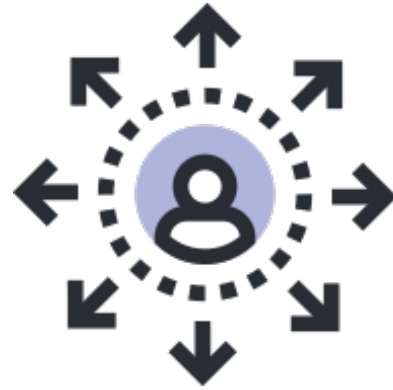
Highlight Areas of Success

- ✓ Communicate successes to the organization
- ✓ Communicate new business units/ organizations/ executives who now get value from CA PPM



Identify Champions To Help Mentor Others

- ✓ There will be those who feel they get **a lot** of value from CA PPM. Identify them. Ask them to be a part of the movement and support the cause. Reward them.



Setup a Culture of Continual Improvement

- ✓ End users will most definitely tell you what is not working and what they would like to see in the future
- ✓ Use this to seed your Product Backlog
- ✓ OCM Team should be conduit for the various parts of the organization



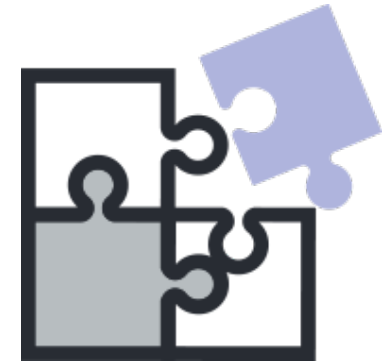
Establish An OCM Team

- ✓ Engage end users and/or representatives from all functional areas
 - Setup OCM team for each functional area if possible
- ✓ Discuss areas of success and identify areas of resistance with end users/ OCM team
 - Develop plans to address resistance
 - Reinforce existing training & refresh collateral to keep it current
 - Identify ways to provide support and continual learning



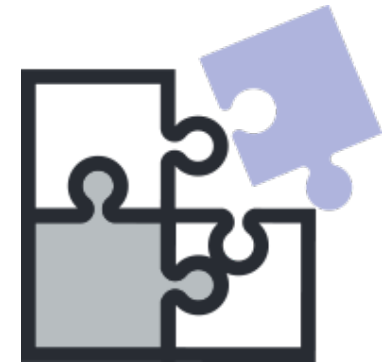
Continual Learning Tactics (1)

- ✓ Promote the concept of a **continual learning organization**
 - Always strive to be better
 - Barrier to adoption should never be lack of information
 - Adjust rigor based on feature rollout/ adoption metrics
- ✓ Tactics:
 - Lunch 'n' Learns: formal or ad hoc
 - Office hours: lead by a trainer, PMO rep, or a champion
 - Re-trainings: either formal full classes, or bite-sized smaller classes that just cover 1 topic
 - Constantly refer to existing training material: PPTs, QRGs, videos, CAPA
 - Desk drive-by sessions



Continual Learning Tactics (2)

- ✓ Adjust method to organization, business unit, etc. Not all areas of a company work or think the same. Some areas might want a lot of formal trainings. Some might need a steady flow of informal super context specific lunch 'n' learns.
- ✓ OCM Team/ champions can help identify which methods are needed when and where



Questions?



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- Enter **Description**
- Enter **Date Started**
- Enter **Date Completed**
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- Click **Submit** button



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Appendix

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Training Methods

Delivery Method	Overview
Classroom Instruction with Instructor	<ul style="list-style-type: none"> Participants attend training where an instructor presents material and there is an opportunity for interaction and hands-on learning or practice Classroom training with instructor is most often chosen over any other method as most effective for learning
E-Learning with Instructor	<ul style="list-style-type: none"> Instruction delivered electronically with an instructor or facilitator who sets the pace and/or offers interaction (e.g., webcasts or scheduled Internet instruction)
E-Learning Self-Paced	<ul style="list-style-type: none"> Training delivered electronically via the internet in which learner sets own learning pace.
Blended Learning	<ul style="list-style-type: none"> Combines e-learning with instructor-led classroom training or one-on-one instruction. Videos Being able to go at one's own pace, as well as not being slowed down or pressured to keep up was seen as positive in blended learning, e-learning, self-paced, and one-on-one methods
Interactive	<ul style="list-style-type: none"> Role Play Case Studies
One On One Instruction	<ul style="list-style-type: none"> Instructor provides individual instruction to one learner one-on-one tutorial appears to be the second most effective for respondents when they can only choose one method. When asked to rate methods individually for effectiveness, one-on-one tutorial was ranked highest. "It's hands-on, personal, generally quick as it addresses my individual need."
Lecture/ Demonstration	<ul style="list-style-type: none"> In-person lecture/ demonstration on a particular topic with limited interaction and practice

Learning Styles

Type	Explanation
Auditory	<ul style="list-style-type: none">• Prefer a verbal presentation with discussions, yet face paced and good joke or story
Visual	<ul style="list-style-type: none">• Prefer colorful, graphical and easy to view documentation
Kinesthetic	<ul style="list-style-type: none">• Prefer movement of both instructor and themselves• Learners may rock back and forth, shake a leg• Instructor should move about the front of the room and use hands gestures.• Try using role play, giving breaks and regular opportunities to perform tasks (Just doing it versus talking about it).