

PROGRAM DEVELOPMENT TRAINING

Strategy of the Institute Outlines

Unless the distinction between a "training director" and a "trainer" is made at the start of the conference, much time can be lost over the fact that some people will be confused about "how much work one man can do."

The 4-step method must be presented, not developed. Training men usually are familiar with T.W.I. approaches to problems - know that we are apt to have a 4-step method. They resent pseudo-development.

Emphasize that the breakdown points under a step are the "how" you take that step. For example, referring to Step 4, the way to "launch" is to "secure understanding."

When the material is being developed from the group, do not attempt to force it into the words of the manual. If something that is not pertinent is suggested, get agreement and clarification before discarding. If something necessary is omitted, add it yourself rather than twist a statement to a far-fetched meaning.

Do not make any recommendations as to how a training director should fit into the plant organization, at what level he should report, etc. In order to clarify Step 3, "Obtain management support," it may be helpful to sketch a simple organization chart which would show that the training man is a staff man, that he is not in authority over line supervisors, but this should not be carried any further.

✓ Iteration of "This may not be right. It's just one way of looking at it" definitely weakens the presentation of material which is the best T.W.I. has been able to produce and which we feel is at least on the right track.

✓ Handling of the three supervisory skills must not be allowed to sound as if the training-conscious manager is preparing his men to go out and get jobs someplace else since they will have a universal skill. The point of real emphasis is that training for the two knowledges is necessarily an in-plant job. But the skills - or need for them - exists wherever there are supervisors. Therefore, it has been possible to work out a uniform and streamlined training approach, available initially from outside the plant.

PROGRAM DEVELOPMENT TRAINING - STRATEGY

The Training Director specialist must be careful to see that expansion of the training program is not taken to mean expansion of the training staff. A well-run training department may well be quite small if the line organization has accepted its responsibility for training.

Specific Emphasis

At all times the leader of the conference must keep discussion specific. Indications of needs must be broken down. General descriptions of training plans must not be allowed to stand. "Supervisory training" must be turned to "training supervisors in _____." In addition, it is important to know the level at which training is to start and stop - or, how much ground has to be covered. Often this range can be covered by as simple questions as "How much does he already know?" and "What do you want him to know before you put him on his own? What 'emergencies' might he have to handle?"