

The Design Process

Outcomes, aims & objectives

The starting point for any design process is the outcome of the training. Outcomes should clearly state what will be **different** after the training. When agreed, they are usually converted into an overall aim. Aims are usually expressed in wording like: 'The aim of this workshop is to..' and 'By the end of this workshop you will be able to...'

It's worth spending some time on this because the clearer the aim and objectives the better and easier your design will be.

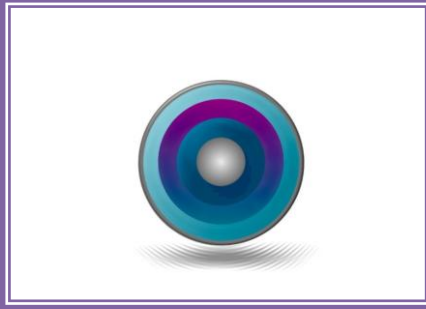
? Have you also considered: stakeholders, business objectives, management buy-in, learners, content, training strategy, resources, methods, piloting, evaluation and review.

Business objectives

Any training should be **closely** linked to the overall objectives of the business. This is why it is important to consult operational managers during the TNA.

Management buy-in

Senior management need to endorse the training to ensure its continued success. Everyone involved in the process, especially the learner, needs to be aware of the top down commitment. Without this, the training can end up with no support from management and you'll find your courses constantly undersubscribed.



Learners

Things to consider about the learners include: their existing level of knowledge, whether there is a range of levels, whether they already know each other and preferably their individual learning styles.

Content

Content should always be linked to outcomes. The difference between what the learners know, or can do now and their desired level of skill or knowledge after the training is called the performance gap – your course content has to be designed to bridge that gap or it's useless.

Training Strategy

Decide your overall training format? Will it be a one-day workshop, a week long course, a short seminar, on-the-job instruction, self-study from a manual, e-learning, coaching and so on?

Method

What's your method? Should you use presentations, demonstrations, experiential learning, informal facilitation, practical exercises? Do you need a mixture of methods?

Resources

What's available to you? Think about the training venue; materials, actual work equipment, trainers, time and most importantly budget. Don't forget to include the opportunity costs of having the learners away from the workplace to be trained and any travel and accommodation costs.

Piloting

If the training course is one of a series, or if there are many learners to be trained, it is a good practice to carry out a pilot course, using a representative sample of learners. The pilot course is then subjected to a process of evaluation and review.

Evaluation & review

Training evaluation is a much neglected activity.

It involves

1. Awareness of how effective the training has been.
2. What difference it has made back at the workplace
3. Whether it has added value – positive Return on Investment (ROI).

The review process might lead to a redesign of parts of the course before it runs again.