

## Talent Development 41 Communicate Benefits

by Bob Whipple, MBA, CPTD



Section 3.4 in the CPTD Certification program for ATD is Talent Strategy & Management. Section G reads “Skill in communicating how talent development strategies and solutions support the achievement of targeted business/organizational results.”

In this article, I will describe the importance of tying developmental strategies to the goals of the organization.

At the start of any course, it is a good idea to state the specific skills that will be taught. Lay out the objectives clearly so that all participants know what they are about to learn. Share the actual course outline so that people understand the topics to be covered and the order.

Any developmental activity will benefit both the employees involved and the organization as a whole. In framing up the benefits, make sure to identify the specific new skills that the employees will have as a result of the training.

It is imperative that the skills be demonstrated during the training and not be just good intentions on the part of the trainer. Most talent development activities have skill tests to verify that the training has translated into the desired behaviors.

In many courses, role play exercises are used to allow employees to demonstrate newly-acquired skills. These activities are popular with participants because they break up the content acquisition process and are often enjoyable.

If the course is a long one, it is a good idea to summarize the information in groups so that the people being trained know the sequence and can measure their own progress.

Every course should have a feedback survey at the end so that the trainer knows what parts of the course went well and what areas need improvement for the future.

I like to hold a debrief meeting with management after a major training series. This gives me the opportunity to review the objectives of the training and show that the objectives were met. I can also stress at this time how the training contributed to achievement of the organization's goals.

It is also a good idea to have a follow-on activity a few weeks after a major training event so that people have a refresher of the key concepts covered. I use a series of brief videos to help participants remember key concepts from the training.

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