

Moving from Training to Learning

By David Kegel

How's your training effectiveness going? Would you call it successful? Would you say it's sticking? Or, could it be better?

Sean Ryan, of Whitewater Consulting, is a Nucor partner who's developed several of our Nucor training programs over the years. Recently, our team met with Sean to learn more about training effectiveness and discussed the A, B, C's of Learning and Development. Or, how to move from "just a training event", to a series of learning experiences that really make the learning stick with you and me.

In a nutshell, the **A** represents all the activities that occur **before** the learning experience. The **B** represents everything that occurs **during** the actual learning experience. And the **C** represents all the activities that occur **after** the learning experience.



The challenge is that many of us only focus on the B, the actual training event. And by doing so we tend to neglect opportunities to make the training stick through activities that come before and after the actual event. It's an understandable response. With record backlogs, safety initiatives, product consolidation, hiring and on-boarding so many new teammates, we've all got a lot on our collective plates today.

The truth is, these are the very reasons why the growth and development of our teammates, and of our business is so necessary today. We can't afford to burn valuable time in training events without getting a solid return on our investment. We need our learning and development efforts to be more effective, more sticky than ever before. Which means we need to put more effort into the A and the C components of our learning experiences. So here are some thoughts to help move us from training to successful learning:

A: Be selective in who participates in a particular training event. Have a strategic conversation before the training to agree on expected outcomes, essentially establishing a verbal "Learning Contract". What pre-event readings might be effective? Is there a skill assessment that can be taken

prior to the training? More and more of our trainings are including pre-event work assignments, i.e. the Holland Interest Survey, the Thomas-Killman Conflict Mode Instrument, the Nucor History Cashing Worksheet, a book reading, etc.

B: We've developed the capability to deliver most of our trainings virtually as well as in-person, giving added flexibility to schedule and location.

C: Make it a point to have teammate-leader follow-up/follow-through conversations soon after the event. What was most impactful? What am I/are you going to do differently as a result? Connect the conversation to the "A" pre-event conversation on expected outcomes. Many of our trainings include participant written evaluations of the training experience. These are great tools to initiate a follow-up conversation. What are some post session applications—specific assignments and projects that could make the learning stick?

By focusing on all three: A, B and C, we will see our learning experiences transfer into real-world changes in behavior and performance. Together we will not only improve the effectiveness of our learning and development efforts, but we will help you deliver outstanding results in a constantly changing environment. Together we will make learning stick.

