

Improving Effectiveness of “Personal & Professional Effectiveness Programs” (PPE Programs)

Presenter: Satyanarayanan Kumar

Collaborator: Devika Varadarajan

Paper selected for final presentation at the 32nd ARTDO International Conference, Manila, Philippines

Objective

Appreciate & recognize the causes of ineffective PPE Programs and work with a checklist to ensure full effectiveness

Learning Objectives

At the end of this, you shall be able to:

- Identify causes of ineffective PPE programs
- Work collaboratively to eliminate causes of ineffectiveness
- Design a checklist that ensures Design & Delivery of PPE programs are effective

The Basic Premise

In Organizations that are heavily focused on Operations, Costs and Margins, the PPE programs are often given the go by as they do not directly seem to impact the efficiency or effectiveness of the employee. Moreover, historically, return on investment on these programs has been hard to evaluate. Notwithstanding this, we find that the PPE programs are set up for failure very often due to multiple factors playing on them.

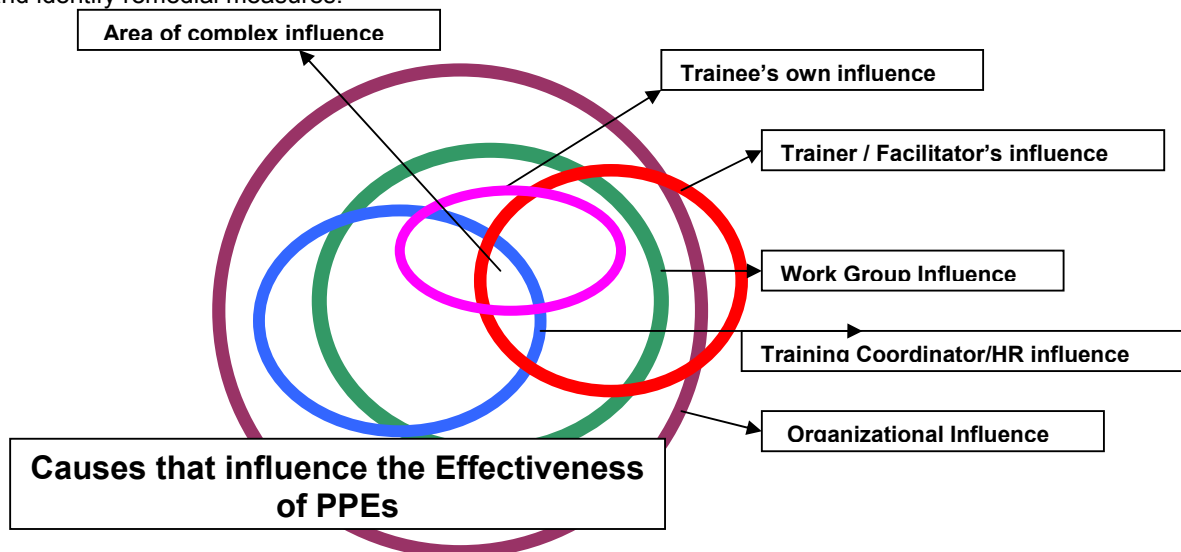
This paper discusses and evaluates possibilities of making the PPE programs effective by understanding these causes and designing a checklist for effectiveness.

Causes for PPE programs Ineffectiveness

Broadly, the effectiveness of the PPE programs can be studied from 5 perspectives:

- The Organization
- The work group of the Trainee
- The individual trainee himself
- The program coordinator
- The Trainer /Facilitator

With so many variables impacting the effectiveness of the training itself, it becomes hard to understand where the cause lies. Hence it becomes imperative to know the dynamics of the situation and identify remedial measures.

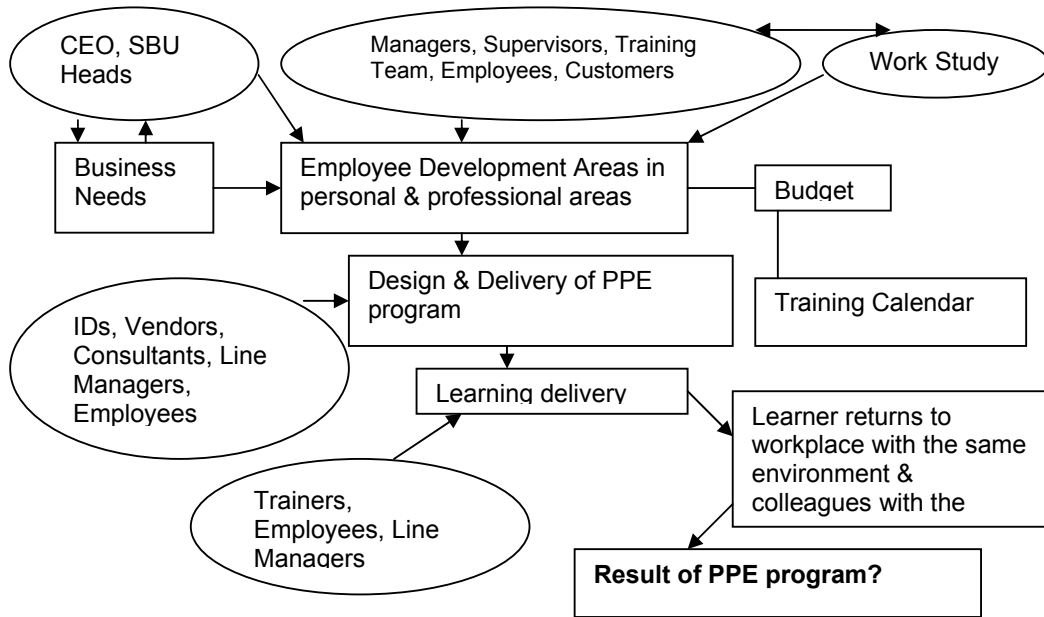


Snapshot of Personal & Professional Effectiveness Programs

Need for PPE programs: To improve learners’ knowledge, skills and attributes (KSAs) to develop into a more effective individual and a better professional.

Process: Using an illustration we show how the need for a PPE program is conceived, the program designed, developed, delivered and evaluated. Stakeholders in the Training process (broadly follows ADDIE) and how they can impact the effectiveness (thus can also cause ineffectiveness) is shown in a table after the illustration. With a checklist template developed by the authors, we will see the causes and how they could have been avoided or corrected.

Illustration – Needs to Results of PPE programs with stakeholders



Training Process Stages; Stakeholders; Causes of + & - effect on the PPE program effectiveness & Collaborative solutions

Stakeholders & how they can have a + & - effect on the PPE program effectiveness						
Training Process Stagers	Areas →	Organization - causes	Line/Team - causes	Individual - causes	Training Team - causes	Trainer - causes
	Needs Analysis	Business Context; Buy in; Linkage with Change efforts, Training culture,	Job/Role/Person context, supportive atmosphere	Role driven / Person driven	Business / Line / Person career context, Commitment	Learning Objectives, Ease of learning transfer, Ease of application to work & life contexts
	Design	HR Strategy; Linkage with Change efforts	Relevance, Time away from workplace, work study	Learning Style, Life stage, Need for learning, work study	Expertise, Approved Practices, Commitment, Vendor availability, Cost, Timelines	Expertise to deliver, smoothen transfer of learning
	Development	Internal Knowledge base; cross-location case studies	Work scenario, pain points, moments of truth	Capabilities, Willingness, Commitment and experience based insights	Existing content, previous PPE program content & impact, willingness to spare the time to customize	Familiarity, Learnability with learning content
	Pre-delivery	Linkage with Change efforts and Communicate importance of PPE	Communicate support, encouragement & learning space	Handover tasks & info to interim team/colleagues, prepare mentally & walk in with open mind	Communicate Learning Objectives, Learning Process, Timelines, Logistics for venue, stay, food & beverages	Communicate & ensure material, tools etc are ready as per specs
	Delivery	Kick-off with Sr. Managers introducing the PPE program	Don't get to learners with work issues during training	Be focused on learning & application back at the workplace & home. Do not think on non-training issues	Standby trainer, venue, logistics, material, props etc to be ensured	On time start, Rapport with learners, Process flow, learning reinforcers, summing up.
	Impact on Learner	Unwillingness to push for change, pressure on the trainee to carry change through	Pressure to conform, Willingness to take inputs from trainee and adapt	Reflect on learning & work – life scenarios and applicability of learning; rate delivery	Ensure rating to Training delivery by Learner	Ensure Learner is aware of impact on self and on others on account of new KSAs
	Impact on Learners team	Change resistance, pressure to conform	Support use of new KSAs	Not allowing 'changing pangs' to prevent PPE development	Assess impact on learners team after 2-3 weeks	Take inputs from learners team to improve delivery next time
	Impact on business	Measure improvement & track valid credit for PPE programs	Sustain & encourage KSAs application	Apply learning to new contexts, allow results to encourage re-learning	Measure improvement & track valid credit for PPE programs	Take inputs from Leaders to briefcase PPE if possible to ensure re-usability

Using the above matrix, a checklist can be prepared by you using your life experiences and professional expertise, in 15 minutes & 2 pages.

Based on this matrix and the causes detailed above, we need to take some remedial measures that will ensure that these gaps are taken care of while conducting a PPE program. The broad measures are:

Design Stage	Pre-Program	<ul style="list-style-type: none"> • Check on authentication & rigor of TNA Data • Ensure responsible nomination of trainees • Ensure that the nominees and their reporting authorities understand the program objective • Do a detailed work study to understand individual needs and issues • Understand the culture and environmental issues and plug these factors into the design • Never rely completely on one perspective • Design multiple tools for every session so we can reuse them based on learner response
	During the Program	<ul style="list-style-type: none"> • By and large stick to the design of the program but allow for flexibility to change based on audience needs • Design delivery mechanism to suit audience learning styles
	Post-Program	<ul style="list-style-type: none"> • Design evaluation at least up to level 2 • Ensure confidentiality of feedback in design • Design evaluation matrix based on the training objective • Involve Coordinator and Line managers in design of evaluation and their buy in
Delivery Stage	Pre-Program	<ul style="list-style-type: none"> • Ensure enough room to plan and execute logistics • Inform trainee well in time to attend • Ensure willingness of trainee to be trained • Reporting authority to relieve trainee of operational issues • Provide pre-read sufficiently well in time • Brief trainer sufficiently about trainee profiles and roles • Ensure hygiene factors at venue
	During the Program	<ul style="list-style-type: none"> • Adapt delivery style & methodology where necessary • Facilitate rather than train –adult learning • Balance training methodologies and learner styles • Provide constructive feedback based on trainee's willingness to receive feedback • Trainer /Facilitator to be sensitive to audience cues and adapt delivery • Training coordinator to closely monitor program at all stages particularly delivery
	Post-Program	<ul style="list-style-type: none"> • Ensure authenticity of evaluation • Close program on a positive note regardless of interactions • Interact with Training coordinator to give informal feedback • Push for working on a continued basis with trainees
Validation	Rigor	<ul style="list-style-type: none"> • Check that the evaluation matrix gives feedback that will help evaluate the effectiveness of the program vis a vis the program objective • Ensure the evaluation framework is validated on sample group to check for ease of use and rigor of information
	Authenticity	<ul style="list-style-type: none"> • Check for objectivity of feedback and fairness of evaluation while scoring the trainer • Mark any untoward events in the feedback which might explain skewed ratings

CASE STUDY

(How the authors managed to reduce or eliminate ineffectiveness of a PPE program)

Client: A large multinational operating across countries and with customers across various cultures.

Situation: Young and talented workforce not professionally effective in meetings with managers, clients & vendors.

Problem: Excessive time spent by Managers on correcting errors, workforce not gaining confidence to try out new KSAs with Customers and others.

Implication: Loss of opportunities for repeat business, lower satisfaction of customers, inaccurate work specs and increased costs of rework.

Need: PPE program focusing on Meeting Skills. Communicated by Training team on behalf of line managers.

Past Solutions: Were ineffective due to training delivery in isolation and with assumption that e-learning would help solve the problem. Culturally the learners expect training in person with chance to try out learning & application of new KSAs.

Solution Delivery:

- Consultants (the authors) met Line Managers, Training Team, a sample of learners and clarified learning objectives.
- Preliminary design evaluated jointly with line managers and with their inputs final design frozen.
- Pre-requisite readings circulated before program, case studies developed based on real time scenarios using line managers' inputs and some customer related incidents.
- The training handled in a workshop style with inputs followed by practice sessions.

Impact: Learners had better confidence in trying out new KSAs back at the workplace. Line managers personally saw and encouraged the new KSAs of the learner.

SATAYANARAYAN KUMAR in collaboration with DEVIKA VARADARAJAN (www.polaris-india.net)

(The authors are with Polaris Management Services Pvt. Ltd, India. (www.polaris-india.net))

Polaris Management Services Pvt. Ltd,

1, Sunrise Homes, Leelanagar, Ameerpet, Hyderabad, India – 500 016
