

Training Sessions

Any manager's duties include developing themselves and other people. This may be by coaching, on-job training, or during a training or briefing session. You will probably be running a training session that's already written, although there is usually scope to modify them, but sometimes you may need to write your own session.

Preparation

If you are designing your own training session, ask yourself:

- **How much** do your trainees already know?
- **What** can they already do?
- **What** do they have to be able to do by the end of the session?
- **How well** must they do it?
- **How** does it fit in with their job?
- **Why** is it important to them?

Break your topic down into trainable, measurable, easily digestible chunks. It's likely that the content you have in mind will take longer than the time you have, so prioritise your content using must/should/could:

- **Must** - essentials that must be included to achieve your objectives – these are usually scripted in the training notes
- **Should** - these help you to achieve your objectives, such as examples, exercises, experiences, demonstrations
- **Could** - 'nice to haves' if time permits, e.g. anecdotes or discussions.

Consider also what equipment you will need and prepare it in advance; flipchart, notes, handouts, products; see next page. And finally, if you are in any doubt, practise by yourself before the session!

Running the session

During each stage as appropriate:

- Put the training in context and explain the reason/s for it.
- Explain what you want them to do - encourage questions
- Demonstrate it and check understanding – encourage discussion
- Let your trainees have a go – encourage involvement
- Let them practise putting it into action – encourage reinforcement
- Give praise to encourage where you can, do not 'put people down'

Reviewing afterwards

Check you've met your objectives:

- How well did your trainees do? – give them constructive feedback
- How will they use what they've learned back on the job?

Equipment

Product

- Keep it relevant – use the actual product in question where you can
- If not, use something easily shown and demonstrated
- Make sure it works and you know how to use it before you start – practise!

Trainers notes

- If you didn't write the notes, add reminders for anecdotes, examples, etc.
- If you created your own notes, use large, legible type and a clear layout so that you can read it easily, even from a distance. Choose from:
 - script on sheets on a table or similar
 - bullet points only, if you know your material well
 - prompt cards such as plain postcards, numbered and joined

Flipchart

- Pre-draw complicated diagrams, etc
- Use strong dark colours like blue and black, and bright colours like red for highlights
- Use diagrams not figures; a graph tells a better story than a list of numbers
- Make pencil notes for yourself in the margin of points to cover
- Be big - be bold - be brilliant; keep it clear, simple, and neat
- Use post-its or torn corners to mark pages for later
- Talk to the people not the flipchart

Handouts

- Use to reinforce, expand on and remind of points raised in the session
- Consider the best point in the session to issue it – usually the end
- Can be a manual or leaflet, a company document, etc

For related topics see Top Tips:

- ➔ **Development Method**
- ➔ **Presentation Preparation**
- ➔ **Presentation Delivery**