

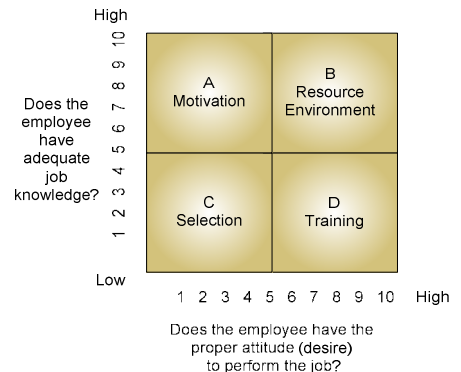
Is Training the Answer?

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Sometimes the first proposed solution by Management to address an employee performance issue is to provide the employee with further training. When this decision is made without a clear understanding of the real issue, the investment for Training can be costly to the business. As a preliminary method to determine if Training is the answer, consider rating the following questions on a scale of 1 to 10 with 1 being Low and 10 being High:

- Does the employee have the proper attitude (desire) to perform the job?
- Does the employee have adequate job knowledge?

Plot your responses to the two questions on the graph to the right. The quadrant where the two numbers intersect identifies the performance gap. For example, if you answered 3 for job knowledge and answered 8 to proper attitude to perform the job then Training is the Answer.



If your responses intersect in quadrants A, B or C, then Training is **not** the answer to your performance gap and it will be necessary to look at the other areas of gaps identified.

- A = The employee is not motivated to perform the job - Motivation can be **intrinsic** - satisfaction, feelings of achievement; or **extrinsic** - rewards, punishment, or goal obtainment. Not all people are motivated by the same thing and over time their motivations might change.
- B = The environment is impacting performance. An organization adapts to its environment or ceases to exist. Eighteen months after Peters and Waterman published their list of excellent companies, one-third of them had dropped off the list. The reason? The majority failed to respond adequately to changes in the external environment. To adapt means the organization has to plan for it; for adaption is a process, not an event.
- C = There is probably a flaw in the employee Selection Process – The first tool required in the employee selection process is an accurate job description which provides a detailed outline of the job requirements. These are derived from a performance-based job analysis that identifies essential knowledge, skills, and attitude qualifications. In turn, the job analysis provides accurate job descriptions. Other tools used in the selection process are:
 - The hiring process, to include interviewing and the final selection process.
 - Orientations provide an employee with an overview of the organizational culture and provides them the opportunity to ask questions.

As you look at performance improvements for each of your employees, always ask the two important questions to determine if “Training is the Answer.”