

## **Some Additional Thoughts About Training...**

By Cheryl Eckl, TotalPros Senior Trainer

### **1. Avoid the Most Common Training Mistake**

When economic times are tough, it's human nature to retrench. Employee development training is often one of the first costs to be cut. This is an understandable--but costly--mistake. The time to invest in your people is when they are being asked to do more with less. You, as the leader, don't have to think of all the solutions and "motivate" your people to do more. You just need to give them the right tools and they will motivate themselves to think of creative solutions.

### **2. TotalPros Training Gets Inside People's Heads**

Rather than teaching the performance "tip of the month," we get inside people's heads and show them how to pull out latent competencies and talents that can transform them into the high-performing employees you need and they want to be. We also address a common misconception that many business leaders share about their role in employee development.

### **3. Leaders' Confusion about Employee Development**

Business leaders (like physicians) are taught to believe that their job is fixing people and organizations by treating symptoms of organizational disease (high costs, inefficiencies, poor quality, bad customer service) with radical interventions (reengineering, layoffs, cutbacks, belt-tightening).

These remedies often result in the cure being worse than the original ailment. The immediate short-term relief often has destructive side effects (erosion of trust and employee morale) and can mask much deeper dysfunctions that appear later in more devastating form.

### **4. Take Two Courses And Call Me In The Morning?**

As many survivors will tell you, it takes more than external treatments to beat a life-threatening disease. Medicating a few symptoms doesn't work. You have to address the entire body with a change in diet, lifestyle and attitude.

The same holds true for organizations. A couple of computer courses aren't going to cure deeper ills. If your company is sick (or just a little under the weather), you need to go to the cause. If your organizational diet was once rich in perks, stock options and overspending, the need for change has become obvious. The point now is to help your company benefit from the virtual fresh air and exercise of a new perspective.

At TotalPros we offer a simple diet of professional skills and attitudes that go to the source of employee discontent and organizational underperformance.

### **5. The True Role of Leadership**

We believe that employees really do want to do interesting, challenging and meaningful work. And we believe it is the job of leadership to establish conditions that facilitate this work. TotalPros training is a powerful way to create these conditions—in good times or challenging ones.

## **6. Creating Total Professionals**

In our workshops we address the whole employee and provide them with the tools they need to be excellent in all aspects of their work. We call these great performers Total Professionals because they possess the complete competency package so much in demand in today's global, information economy.

## **7. Unlocking Creative Genius**

We don't just train people to be organized or proactive or open to diversity and change--although all these skills are included in our TotalPros workshops. We teach employees and managers (and leaders) to unlock their own creative genius through an understanding of how they're wired to think, learn and work.

## **8. Tools for Increasing Effectiveness**

Using the highly-regarded Herrmann Brain Dominance Instrument (HBDI™), we reveal to workshop participants how their unique, four-quadrant profile reflects what they pay attention to and what they tend to overlook. We provide insight into what is "turn-on" work for them—where they can be most productive and satisfied. And we show them how to communicate with people who have different thinking styles.

## **9. Unleashing Passion and Productivity**

Employees who understand how their job fits into the organizational whole and who understand what makes them individually great become powerhouses of enthusiasm, creativity and customer focus. If they are given access to information they need to delight their customers and expand their sphere of influence, they will instinctively find ways to cut costs, reduce inefficiency, increase quality and inspire their coworkers to do the same.

## **10. This Is Our Promise...**

That the people we train are different after a TotalPros experience. They come away from our workshops with renewed self-confidence and a sense of their importance in the organization. They get excited about life and work. They communicate. And they want to be involved in your company's business because it's their business too. They are Total Professionals—and the value they bring to your organization will more than repay what you so wisely invested in them.

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Quotes from some experts:

"A company's success no longer primarily depends on its ability to raise investment capital, but on the ability of its people to learn together and to produce new ideas."

- Learning Organization Guru Arie de Geus

interviewed in *strategy+business magazine*, Second Quarter 2001

"Only 3% of 13,000 managers McKinsey surveyed strongly agreed that their companies were good at developing people."

- Helen Handfield-Jones, senior practice consultant, McKinsey & Company in *Harvard Management Update*, July 2001