



FIAT CHRYSLER AUTOMOBILES

Team Lead Training:

Developing Short, Impactful Training Sessions

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Training and Knowledge Management



Objectives

After completing this module, you will be able to:

- Apply key principles of adult learning to improve agent performance
- Distinguish between telling and training in order to increase application of new knowledge
- Design short training lesson based on adult learning principles
- Deliver the training session with feedback from instructor



- How many of you want to be trainers?
 - What is your motivation?
- How many of you are less excited about becoming trainers?
 - Why are you hesitant?



- “Today, I will show you how to use the all-new call documentation software.”

Teaching

- “If the customer says _____, then you say _____.”

Telling

- “We are changing the way we document repurchase and replacement requests. We will go through the process together today, and you’ll get time to practice.”

Training



At work and at home,

- When do you find yourself teaching?
- When do you find yourself telling?
- When do you find yourself training?

Telling
Ain't **Training**

Know Your Audience: What's In It For Me?

- Consider the lives of your team members
- Selling the relevance of the training helps learners see that they should make room for it
- Motivation to learn increases as the perceived value of the information increases
- Mood is a factor

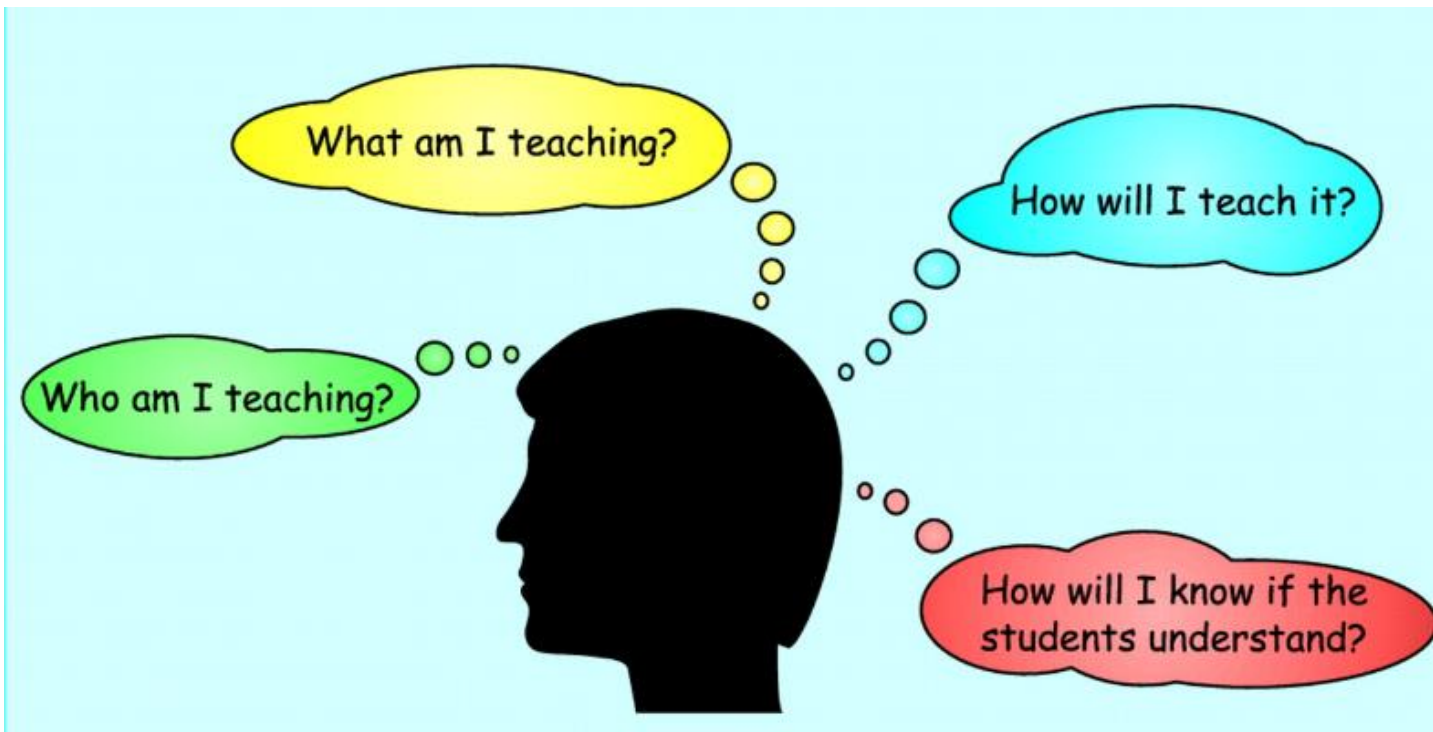


What are the Key Ingredients for Learning?

- Ability
- Monetary Incentives
- The instructor
- PowerPoint slides with flashy animations
- Prior Knowledge
- Not wanting to feel bad about oneself
- The setting/training room
- Competition
- Fear of repercussions for not learning
- Motivation
- Video content
- Refreshments
- Entertainment factor

- **Ability**—the potential we have to leverage
- **Prior Knowledge**—what learners already know can help them learn easier
- **Motivation**—those who care, have drive, and the desire to achieve are primed to learn, but these factors also affect motivation
 - Confidence helps, but under and overconfidence do not
 - Mood—if we aren't in the mood to learn, motivation decreases

- Write down how you think ability, prior knowledge, and motivation influence your training efforts on this job
- How can you use these to create future training?
- How can you encourage motivation to learn?
- Share with the person next to you



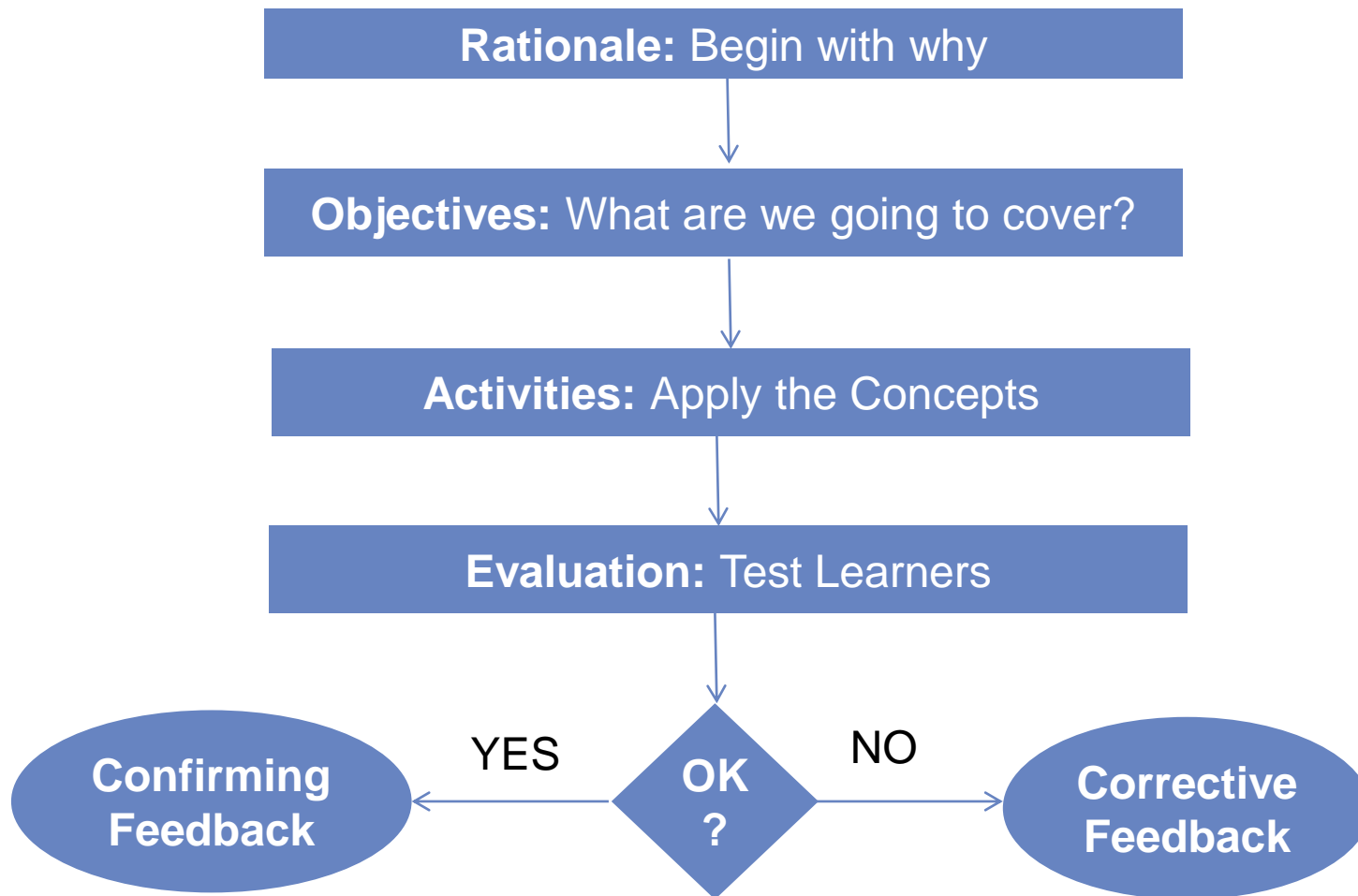
PROJECT: Create a 10-Minute Training Module

Project Milestone	Deliverable(s)
Create an outline for a 10-Minute training session on one of the ISMs Walk through the ISM from concept (what is it?) to action (how should agents enact this ISM?)	Content outline completed for class presentation today in class
Create a script for the training session and	Script for training session sent to Training and Knowledge Team within one week from today
Revise the lesson with feedback from Training and Knowledge	Revised lesson one week after feedback delivered
Deliver lesson with observer in room	Lesson delivered and feedback delivered to trainer

Now, choose your ISM and write it on the Worksheet

- First things first
- Make it easy
- Keep commitments – ALWAYS
- Affirmative Always. Yes before No
- Reaffirm the customer's purchase decision

ism - a distinctive
behavior, practice,
system, or philosophy



Rationale

- Learners expect to be presented with the reason for the learning session
- If they can see a reason to learn the material, they will want to learn it

Objectives

- State what learners will be able to do by the end of the session in concrete, verifiable terms

Activities

- If learners practice doing the objectives or something that leads to them, they will be more likely to attain them
- Be sure that activities are directly related to the objectives
- They should be fun and a little challenging



Evaluation

- Check to see if the learners have learned
- Evaluate performance, not the person

Feedback

- Provide performance in terms of the objectives. Let learners know when they've got it and provide correction when needed

- Use your handout to determine the rationale for creating a lesson around the ISM you chose
- Why should your learners need to learn this ISM?
- How does knowing the ISM apply to their work?
- Share your answers with another person in the room
- Stand up to have your idea exchange



- If learners know what they are supposed to learn, there's a better chance that they will learn it
- State the objectives in terms of the learner
 - You will be able to transfer calls to other departments
 - I will show you how to transfer calls
- Also, state the objectives in concrete terms
 - You will be able reassign a case to a case manager
 - You will know the process for assigning a case to a case manager



- Create two possible performance objectives for your ISMs-based lesson
- Write them on your Worksheet
- Share them with another person
- Discuss whether the objectives are learner-centered and concretely verifiable
 - Revise if necessary
- Write the performance objectives you plan to use on your Worksheet

- Activities must lead learners to attaining performance objectives
 - Review your objectives to determine what form the activities should take
- Activities must be relevant to how the learner will use the information
- For a 10-Minute session, aim for one 1-minute activity



- Activities can take many forms
 - Self-directed write and reflect
 - Share with a partner
 - Report out to the group
 - Signals (e.g. “Raise your hand if...”)
 - Draw a visual to show understanding
 - Pop-up (e.g. “Stand up and share an empathy statement”)
- Remember, they should be appropriately challenging and should use some of the learner’s prior knowledge if possible

- Partner up with one other person
- Spend 5 minutes brainstorming activity ideas for your training sessions
- Be sure to consider how the activities:
 - Stimulate transfer of training to the floor
 - Encourage learners to contribute their own experience and judgment
 - Difficulty level aligns with the learners' knowledge, skills, and abilities
 - Might be used in other aspects of the job
- Write the activities you plan to use on your Worksheet



- Evaluations should focus on the performance of the objectives
- Could take the form of performance tests, oral tests, written tests, and performance results

Other Evaluation Methods:

- Ticket Out: Ask learners what they've learned, what's still confusing, what they think is most important
- Action Plan: Ask what learners are going to do with what they've learned

- All evaluations provide a way to deliver Confirmation Feedback or Corrective Feedback



- Partner up with one other person
- Spend 5 minutes brainstorming activity ideas for evaluating learner performance
- Be sure to consider how the activities:
 - Will let the learner know he or she has got it right (Confirming Feedback)
 - Will help them get back on course if they've got it wrong (Correcting Feedback)
- Write the evaluation methods you plan to use on your sheet



- Using a Script Sheet can help you develop content and plan the lesson
- Review the Handout
- Use it to develop your lesson

TRAINING SESSION SCRIPT SHEET

Session Title:

Target Audience:

Time Allotted:

Objectives:

Do	Say	Resources	Time
<i>List what the trainer and the learners will be doing in order, focusing on what can be observed.</i>	<i>Provide what the trainer should say, provide details for content points, and provide any guidance for delivery, including points or concepts to emphasize.</i>	<i>List any media or resources that must be used (videos, handout, calls to listen to, etc.)</i>	<i>Provide exact time commitment for each section.</i>

- Present your Worksheet to the Group
- Include:
 - The ISM you are going to teach
 - Rationale
 - Objectives
 - Activities
 - Evaluation



RECAP: Adult Learning Principles in a Few Minutes



- Set clear a clear purpose
- Map out your lesson using the tools provided
- State the learning objectives in terms of the learner
- Remember “What’s in it for me?”
- Allow learners to share experience and leverage it for learning
- Use hands-on practice early and often



NEXT STEPS: Complete the Script and Lesson

- Over the next week:
- Complete the Training Session Script Sheet
- Complete your ISM lesson and send it to me for feedback
- You will receive feedback from the Training and Knowledge Team to enhance and develop your training
- Watch for emails and tips from me!

