



## The Story

A year ago, BMC were tasked with developing, delivering and assisting in the evaluation of training designed to ensure that brand values as well as processes and practices used by employees were consistent across this large, global organization. Following a thorough DNA to ensure that what the client wanted was actually what they needed, our instructional design team developed the training programmes. Now this was an organisation with over 50 nationalities and so the training program had to also help bridge cultural and workplace practice through synergy.

We chose to use a blended learning approach including experiential, contextually based content laced with theory and research, deliver to no more than 25 people per cohort, deliver first to the senior managers and then insist that they were present to assist with buy-in lower down the organisation. We also insisted that each cohort had in it anyone from the 'Tea Boy' (not my choice of wording for a grown man) to C-suite employees. We also included eLearning modules and extension work for those people who were particularly interested in relevant research and Institute of Leadership and Management (ILM) endorsed, Association for Coaching (AC) and International Coaching Federation (ICF) approved content as well as live online classes and video snippets from a cross section or departments.

All the work ended with actionable tasks that the staff were to, well, action, and this was shared with HRD who were accountable for follow-up. We also followed-up one month, three months and six months after each cohort to really gage the impact. Did it work? Well, they asked us back so I'd say so.

## The Learning

What enabled it to work? What empowered potential? What facilitated transformation? Here are some takeaways we found helpful when designing and delivering this successful global training program.

## Know and understand the key business objectives

Budget details upfront – yes. Expectations of timeline transparent – yes. Yet it was more important to ask why this program was needed. What is the most significant business objective? Has this kind of work been successful previously? What are the other specific goals or business objectives that this program must accomplish? What is the downside to failure? What are the fears around the project? Every key decision your team makes in designing and delivering the program must focus on meeting the business objectives.

Whether you are doing the project in-house, using contractors or outsourcing the entire project, consider starting with a pilot project to help determine if you have got the right approach and the right mix of instructional designers, subject matter experts, and project managers to get the job done.

## Recognize and thoroughly critique barriers to success then plan to get around them

Units within global organizations have significant cultural differences that affect how you design or deliver a program. Language is another issue where trainers with more than one language can really strengthen the delivery elements. Many departments work in silos, internal networking may not take place and cohesion is weak.

Consider all the stakeholders and their roles as well as their needs and expectations. Employees or customers from certain countries may ask questions during a live online event, while participants in other parts of the world choose to ask via chat or email. Clear alliances need to be drawn up to ensure there is freedom of speech at all levels, especially when managers are in the same room as their teams. This was also advocated in HBR May 2016. Flexibility is needed where the same modules are delivered at different times to increase access and different workdays. Live online events need to be schedules in multiple time zones and flexibility is needed. We found that some offices were willing to work late or come in extra early, while others are not willing offer such flexibility. Connectivity issues did occur in some locations and so recording the sessions was really useful. Think through the barriers and plan for them.

## State success metrics from the get-go

This terminology and approach needs to be used right from the first meeting. Discussing the metrics you will use to define success really works – bring in all those Edward De Bono thinking hats/personalities, the Devil's advocate, the ideas person, the one who deals with systems, the person who taps into intuition etc. You then come up with a fabulous, creative and SMART web to work towards.

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- ◆ Are you calculating the % of individuals that complete the courses?
- ◆ The % of positive response on a survey?
- ◆ The impact long-term? The bottom-line?
- ◆ Increases in staff retention?
- ◆ Client's surveys?
- ◆ No-show rate to the industry average?

instructional designers. We also thoroughly advocate Certified Professional Coaches (who have training experience and/or qualifications) designing and delivering training as this really adds to the uniqueness of the programme and style of delivery, instead of using slides. The train-the-trainer, coach-the-coach model of cascading knowledge share does work! **BIG**

## Last Thought Pilots, professionals and power

A pilot will enable you to find out whether your outsourced firm or talent on the team needs replacing or adjustment. The best approach is definitely to co-create the content, design, delivery and short/medium/long-term evaluation methods with both the subject matter expert and the



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# Transformation for Success

Successful Outcomes. Breaking Barriers. Being Part of the Process. Picturing Proof. Sustaining. Train-the-trainer.

By: **Clare Beckett-McInroy**

