

WHAT YOUR FOLLOWERS WANT YOU TO KNOW....

As part of a culture conducive to training and development, it is crucial that a follower's immediate line manager is deeply involved. If the organisation culture is already one that genuinely and tangibly supports training and development, then your followers will be able to answer 'Yes' to all eight elements below.

For each 'No' (or 'Not really'), then any training interventions you appoint will be diluted and your investment considerably undermined.

Can your follower answer yes to ALL EIGHT of the following?

My manager always...	YES	NO
<i>Jointly and regularly identifies (with me) relevant and appropriate learning opportunities based on my formal and agreed development plan</i>		
<i>Directly encourages me to train/develop and offers appropriate resource to provide or secure the learning materials etc</i>		
<i>WILLINGLY prioritises the necessary time away from 'day to day' organisational productivity, in order to undertake agreed and relevant training or development activities</i>		
<i>Requests and undertakes a formal debriefing with me IMMEDIATELY after each intervention, taking an active interest in the content of my learning</i>		
<i>Discusses, actively supports, and encourages my behaviour change whilst suggesting and agreeing actions or activities based on my learning</i>		
<i>Offers (or discusses with me) appropriate delegation of higher-level work commensurate with my new skills or development level</i>		
<i>Involves me in cascading and sharing appropriate learning to the wider team for higher value impact</i>		
<i>Reviews with me the impact/value of my learning for future recommendation or revision</i>		

Be sure to ask the delegates themselves rather than polling the managers as to whether they do these things... perception and reality can often differ.