One Way Designing Training Works

How do you design training? That's a question I'm asked regularly. Here is an example of how I've worked with a client to design, or should I say redesign, a training program.

My client had some "old" material that they wanted to use as a basis for the training they desired. Unfortunately, the executive, who wanted the training, could only provide the manager (in charge of the project) with a "big picture" view. This left us the "opportunity" to figure out the detail ourselves.

After a brief meeting with both the executive and manager, I left with an armload of binders and a promise of Word files being sent through email that contained the information I now carried away. Since the binders given to me were mine to use, I meticulously read through every page, making notes about everything that caught my attention and came to mind.

So, what caught my attention and comes to mind as I read my client's documents? I corrected all spelling. I noted confusing sentence structure. I identified areas that were unclear and needed more information. I jotted down activities and games that came to mind that enhanced the material that needed to be covered. I identified "answers" to questions so that I could verify my understanding. I ensured that word usage and ideas ran parallel so that the information was not confusing. In other words, I ensured that consistent ideas were **not** conveyed through the use of multiple terms and definitions that could confuse the participants. And, I looked to see if the ideas flowed and made sense in the order that they were placed.

I began to come up with questions for my client as I moved all the content into my "usual" format. (See my *Business Ethics* module sample for a glimpse at the "usual" format.) By placing the content into this format, I began to discover what we had and what was missing. I began to "fill-in-the-blanks." Any ideas that stood out, or questions that needed to be addressed, were noted in the first column of the two column format in a font and style that would stand out for my client.

I did my best to "create" Facilitator and Participant Guides, as well as adjunct materials that were complete. I called my client with questions to complete the content and asked for additional documents that were not sent in the previous email. I received the answers to my questions and the additional documents immediately. Based on the information I received, I was able to provide my client with a good first draft.

Quick turn-around times allowed us to take the initial steps in designing an excellent product to meet my client's needs.

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