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From petting dogs to real development – corporate training culture is obsolete
(summary)

The anomaly of corporate trainings and the training market

- One of the most important strategic challenges the majority of companies face is the successful integration, development and retention of employees, while increasing their engagement level.
- From a strategic perspective, the necessary changes are implemented barely or extremely slowly.

Country of assertive communication trainings

- Large and multinational organizations often have significant budgets allocated for learning and development. The problem is on what and how companies spend their L&D budget.
- The HR team makes a substantial effort putting together a training catalogue that usually covers the "absolute classics" like assertive communication, time management, presentation skills, conflict management etc.
- Meanwhile innovative approaches emerged, like trainings involving poker, dogs, dancing, theater or horses. All in the name of breakthrough-like development. Their efficiency is questionable…
- Most multinationals provide serious online learning platforms as well, but their real usage and efficiency are still low in Hungary.
- The 70-20-10 learning model is getting more and more widespread (70% experiential, 20% social, 10% formal learning), but the content of the 10% has been unchanged, the remaining 90% only scratches the surface.
- Some SMEs with innovative leadership implement more real development processes (instead of simple training days) than multinationals.
- Training of blue-collar workers consists almost solely of mandatory education, despite the expectation of results from them (too).

Individual experience but wasted money for the business?

- One of the basic goals of organizational development through trainings is changing habits and thinking and behavioral patterns in a measurable and financially profitable way.
- According to a research by Deloitte, companies spend 130 billion dollars on developing their workforce yearly, even though most have no idea about the return on investment.
- Why is this?
    - *Development plans without business strategy*
    - *Lack of team-level and top-down development processes*
    - *A culture based on fighting fires does not support learning and development*
    - *Unintegrated, ancient methodologies*

12 difficult pieces of advice from the consultants: where and how to start?

(1) Planning the development concepts must be the common, strategically aligned decision of the leadership of the organization.

(2) L&D must not only be the duty of the HR, but a priority for all leaders. The responsibility of the managing the execution must belong to the employee supported by the management.

(3) Organizational level trainings can often be considered culture development and strategic change management best practices can be applied. For instance answering the following questions as a framework: "Why must we change? What is the vision targeted by the change? What sort of examples should be set, support should be provided by the leadership in order to achieve change? What tools can we use to measure change and achieve its internalization into daily routine?"

(4) Instead of sending employees to trainings, we should create individual development paths together.

(5) Development should be the training of teams, organizational units based on their bottlenecks. Only the top-down developmental approach has real effect.

(6) We should work with shorter trainings using integrated methods consisting of multiple units.

(7) Less is more! We should rationalize the elements of the L&D.

(8) Social and micro-learning should play a significant role.

(9) We should train internal corporate trainers on every level of the organization. They can develop the organization based on its needs on a daily basis, even beyond formal learning.

(10) We should use technology. We need a library of easily and quickly accessible online materials available on mobile devices.

(11) We should teach, enable, motivate and make accountable the application of online learning method.

(12) We should measure the ROI (return on investment), even if it's difficult. (The feedback form is a piece of data, but by no means a tool for calculating ROI.)

(+1) Let's not forget about the agile principle: all of the above must be integrated into a system in a way that its operation is constantly evaluated and developed based on our experiences.

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The original article is available in Hungarian: forbes.hu/legyel-jobb/vallalati-fejlesztesek-jovoje/