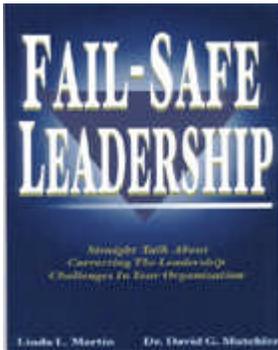


6. Is the training or development based upon "core" competencies?
 - No
 - Yes
7. If training or development is based upon "core" competencies, how many times have you had to repeat the training?
 - None
 - 1 time
 - 2 times
 - 3 times
 - 4 times or more
8. Is the training or development based upon "desired" results?
 - No
 - Yes
9. If the training or development is based upon "desired" results, how many times have you had to repeat the training or development?
 - None
 - 1 time
 - 2 times
 - 3 times
 - 4 times or more
10. Is the training or development based upon weaknesses or upon the strengths of each individual within the organization?
 - Weaknesses
 - Strengths



The questions for this assessment have been used in conjunction with some of the ideas from the book Fail-Safe Leadership and with the authors' permission. If you wish to learn more about this common sense approach to leadership, visit www.processspecialist.com/offerings.htm

Thoughts and Questions for Your Consideration

Now, that you have completed this straightforward assessment, the following thoughts and questions are designed to help you determine the effectiveness of your current leadership training or development.

1. Are the learning engagements training (learning a new skill) or development (enhancing a current skill set to improve that already learned skill)?
 - Training
 - Development

If answer was training and the objective is to learn a new skill, you are right on target! However, if your people already possess skills, then the learning needs to focus on development. **Development goes beyond training** and works to build the What's In It For Me (WIIFM) leading to the What's In It For Us (WIIFU).

2. Is there a minimum of 50 hours of training or development per year devoted to the development of the necessary skills, knowledge, attitudes and habits necessary to become a world class organization?
- No Yes

If the answer was **Yes, GREAT!** You and your organization are committed to the your people and to reaching that next level of success. However, if any part of the answer was **NO** and **you want to create a World-Class Organization**, how are you going to achieve that goal? Much of the traditional training or development focuses on only knowledge and skills. Yet, performance failure more often than not is because of poor attitudes and habits. Attitude redevelopment through belief identification is the **KEY** driving force to changing behaviors and securing **sustainable** results. **Remember, if your people have spent at least 20 years learning something, 1 or even 10 hours per year will not significantly change their behaviors.**

3. Is the training or development offered on a weekly or bi-weekly basis providing ongoing opportunities for application and feedback?
- No Yes

If the answer was Yes, again CONGRATULTIONS! **People need numerous opportunities to practice newly learned skills so that they are highly "competent" in both their attitudes and behaviors.** For example we all know what 10 x 10 is. However, very few of us can answer as quickly and with as much confidence what 23 x 24 is.

4. Is the training or development offered on a monthly, quarterly or annual basis where learning engagements exceed 5 to 6 hours per day without opportunities for application and feedback between learning engagements?
- No Yes

If the answer was Yes, then the learning may not be delivering the desired results and potentially creating a negative return on investment. Research suggests that a one time exposure to a learning event such as a 1 or 2 day full training or development session results in 50% cognitive retention after 24 hours; 25% cognitive retention after 48 hours and less than 2% cognitive retention after 16 days. **Remember, the brain only absorbs, but the butt will endure.** To secure your copy of the 10 Universal Laws of Learning, visit <http://www.processspecialist.com/articles/10UniversalLawsofLearning.pdf>

5. Is the training or development aligned with the current organizational goals and supported from the top down by the CEO and executive committee?
- No Yes

If you answered, Yes, again you and your company are headed for success. If the response was No, then you may wish to consider looking at your organizational goals to ensure alignment. An important **side question** to ask is can everyone in your organization name **exactly the same top 3 organizational goals for the current year?** **If not, what are those "miss actions" costing you in terms of financials, leadership, relationships both external and internal and growth and innovation?**

6. Is the training or development curriculum based upon "core" competencies?
 No Yes

If you answered yes, **then whose competencies are you using?** Do all those competencies work for and with your organization and your people?

7. If training or development curriculum is based upon "core" competencies, how many times have you had to repeat the training?
 None 1 time 2 times 3 times 4 times or more

If you answered more than none, then is a core competency based curriculum, truly effective and creating the desired end result of transformation?

8. Is the training or development based upon "desired" results?
 No Yes

If you answered No, then why are you undertaking this training or development?

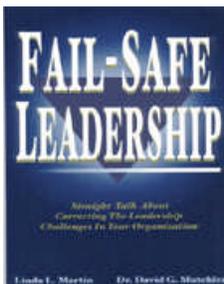
9. If the training or development is based upon "desired" results, how many times have you had to repeat the training or development?
 None 1 time 2 times 3 times 4 times or more

If you answered more than none, then potentially, the desired end results were not clearly communicated within the **ENTIRE** organization. (Refer to above Question 5, the top 3 goals question.)

10. Is the training or development based upon weaknesses or upon the strengths of each individual within the organization?
 Weaknesses Strengths

If you answered, weaknesses, then the question is why do winning teams win? Is it because of their weaknesses or strengths? Training or development should be strength-based not weakness-based. A strength-based curriculum ensures that everyone is leveraging their assets while working to improve their potential strengths and weaknesses.

This quick assessment as well as the hints and questions are designed to help you easily recognize where your current efforts might be redirected to ensure that your leadership development is truly delivering your desired end results. For further understanding of how a results-based approach to leadership development makes far better sense and delivers a positive return on your training or development dollars, consider a quick and easy read, *Fail-Safe Leadership: Straight Talk About Correcting The Leadership Challenges in Your Organization* by Linda Martin and Dr. David Mutchler.



If you desire to purchase this common sense approach to leadership, please contact Leanne Hoagland-Smith at 219.759.5601 or send an email to info@processspecialist.com or visit www.processspecialist.com/offerings.htm for more information.