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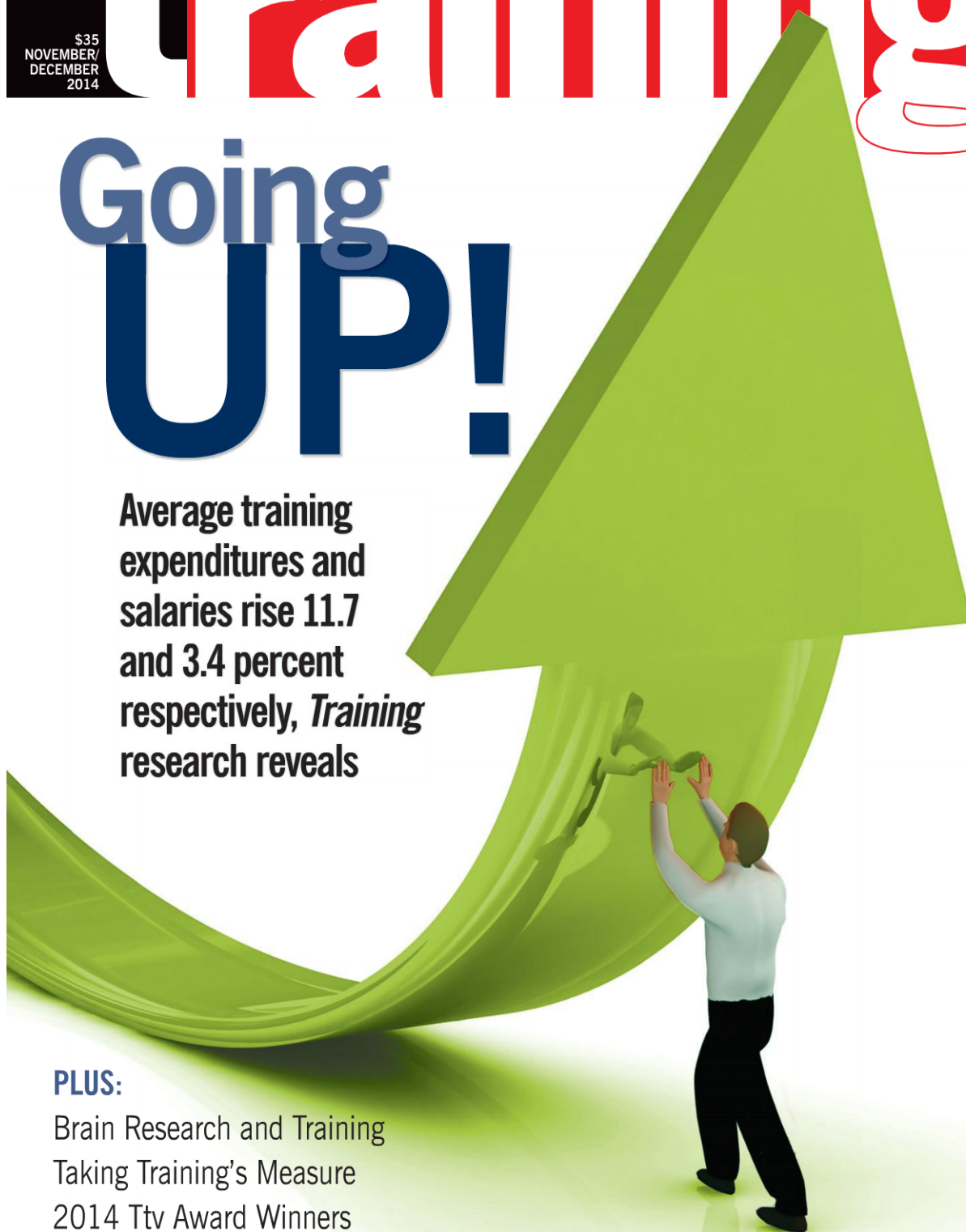
training

Going UP!

Average training expenditures and salaries rise 11.7 and 3.4 percent respectively, *Training* research reveals

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Know Them Before Coaching Them

By **Tim Hagen**, President and Chief Coaching Officer, Sales Progress, LLC (www.salesprogress.com)

SALES PROGRESS (TRAINING REINFORCEMENT Partner Company) and *Training* magazine surveyed 500-plus managers to discover attributes that make employees perform at their optimal level.

Attitude was the top attribute (64 percent), while willingness to invest time in their own learning came in second at 43 percent.

Managers also were asked the two most important things a manager must have to coach and develop their employees successfully. The ability to understand what motivates each employee was the top result (45 percent), followed by the ability to ask good open-ended questions (41 percent).

For more information on coaching, visit: <http://www.blogtalkradio.com/askthecoach2/2014/08/28/my-employees-are-not-trainable-and-coachable-what-should-i-do>



So the question for leaders becomes: “How do we learn more about our employees, so we can coach them as individuals?”

One solution is a Coaching Investment Assessment (CIA), which we designed to help trainers, managers, and coaches strengthen their teams’ performance. The CIA provides a perspective of who the employee is, what his or her advantages are, and what areas will require coaching. The goal is to create a deeper understanding of the employee, as well as learn specific approaches that will successfully provide leaders a roadmap to coach the employee to greater performance.



STICKY NOTES

Management’s Vicious Cycle By Bruce Tulgan

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(This column is adapted from Bruce Tulgan’s new book from Jossey-Bass/Wiley, “The 27 Challenges Managers Face: Step by Step Solutions to (Nearly) All of Your Management Problems.”)

One of the greatest challenges in providing leadership/management training is that most experienced managers severely overestimate their own leadership effectiveness. Our research shows that while 9 out of 10 managers fail to consistently practice the fundamentals of management, 5 out of 10 managers think they are doing an “excellent” or “very good” job managing their direct reports.

Why do most managers think they are doing better than they are? Part of the reason is that the vast majority of managers do spend a lot of time on people management. The real problem is how most managers spend their precious management time.

We find that the vast majority of managers spend an inordinate percentage of their management time in what I call “firefighting

mode,” solving one urgent problem after another—usually problems that could have been avoided with better planning or identified and solved more easily at an earlier point.

When not in “firefighting mode,” these managers prioritize “catching up” on their other work, and their management practices take a back seat, defaulting to a mode I call “managing on autopilot,” in which they communicate with their direct reports mostly in low-structure, low-substance conversations punctuated by mediocre meetings and e-mails. As a result, unnecessary urgent problems occur or small problems go unnoticed and grow more serious or urgent. Then the manager gets pulled back into “firefighting mode.”

Most managers are stuck in this vicious cycle, and they don’t even realize it.

Partnerships&Alliances

>> **Skillsoft Corporation** entered into a definitive agreement for the acquisition of **SumTotal Systems, LLC**, from affiliates of **Vista Equity Partners**, a U.S.-based private equity firm.

>> **Cornerstone OnDemand** signed a definitive agreement to acquire big data company **Evolv Inc.** Cornerstone OnDemand also announced that hospitality brand **Hyatt** and French vehicle manufacturer **PSA Peugeot Citroën** now are using Cornerstone’s unified, cloud-based talent management software.

>> **Festo Didactic**, the technical education division of the **Festo Group**, acquired U.S.-Canadian company **Lab-Volt**, a specialist for equipment and solutions in the technical training and continuing education sectors, focusing on electronics, electrical and mechanical engineering, and telecommunications industries.

>> **Rise Performance Group** partnered with cloud-based business process outsourcing provider **OneSource Virtual** to implement a customized leadership development program.

>> **Sikorsky Aircraft** selected **Heartwood, Inc.**, to develop custom 3-D interactive virtual training courseware for use in maintenance training of the UH-60M and UH-60L Black Hawk helicopters.

>> **PeopleFluent**, a social human capital management technology company, formed a partnership with **Thomson Reuters**, a source of intelligent information for businesses and professionals, to expand PeopleFluent’s Workforce Compliance & Diversity solutions with comprehensive libraries of HR compliance and diversity e-learning courseware.

>> **Jones/NCTI** partnered with TV, Internet, and phone service provider **Armstrong** to develop a collection of advanced learning tools for Armstrong’s front-line technicians.