



MANAGEMENT DEVELOPMENT & VALUE CREATION

Why it is vital to invest time in the 'before' and 'after'

The reason why so many management development and training courses are so ineffectual in bringing about performance improvements is because we do not invest enough time and energy in what happens before and what happens after a development intervention.

We suspect that in many companies, the ratio of time invested 'before', 'during' and 'after' a training event is often 0-10-0, and occasionally 1-9-0. We believe that the ideal ratio of time investment is nearer to 4-2-4.

The 'before' phase should involve establishing the learners' needs and understanding their learning style and what methods will have most impact. In addition, precise objectives should be agreed, and how the value of training and development will be measured. The 'before' phase should also explore the 'client's' motivation, what has been done to date and how the line manager has intervened to develop performance.

There is a tendency to think that the development intervention ends with the 'during' phase, and that the 'after' phase is a matter for the learner. However, to neglect the 'after' phase is to ignore the point of the development intervention in the first place. We need to know as a result of the intervention, the answers to the following questions:

- What has been done?
- What has been learned?
- How has performance improved?
- How has the business benefited?