

Team Training and the Management Dilemma

IT GOES SOMETHING LIKE THIS: WHY DO WE NEED TO SPEND MONEY FOR TRAINING? WE HAVE A GM AND A MANAGEMENT TEAM. WHY CAN'T THEY DO ALL THE TRAINING? IF THEY CAN'T DO IT, MAYBE THEY AREN'T AS GOOD AS WE THOUGHT.

If that sounds familiar, you're not alone. We hear on a regular basis. There is a wide spread misconception that training is easy. Many people believe that if a person knows how to do something, it's a simple matter of standing in front of a group of people and telling them how to do it. It's a little like expecting the CEO of General Motors to train their employees on how to build cars.

- Training is a science within itself. Good trainers are themselves trained in the intricacies of their subject matter as well as the methods of delivering the information. Training skills and management skills are entirely different; only a few talented and trained people have both.

- Preparation for a training class or seminar takes hours of study and planning. The best trainers make it look easy, to be sure. But high wire walkers make that look easy, too.

- Training that is planned but never initiated is likely the result of: 1) not including training in the budget and/or 2) knowing that you want to train, but never carving out the appropriate amount of time. There is a disconnect between what



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Training, when it is done, but it doesn't "stick" is the result of not enough buy-in from everyone, including management. *Accountability is key.*

COMPLEXITIES OF TRAINING

There are many different considerations when preparing to train. Different levels of experience of team members, the speed of delivery of the training, different types of learning ability, different communication

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THE FRAMEWORK OF TRAINING

- Club management is a full-time job with myriad details to attend to each day. There is little time in the average club GM's schedule to allow for the hours needed to do effective training.

we see as important and what we actually get done, and although most of us would agree that training is important, we don't get it done or do enough of it, and still expect excellent member service from our teams. Then management often asks the question: "Why don't our team members perform better?"

styles, and types of learning techniques are a few to consider when designing a training program, or much of the benefit will dissipate quickly, if it ever landed in the first place!

Take, for instance, the three major types of learners: kinesthetic, auditory, and visual. An expert trainer knows how to spot the different types and

tailor instruction so that all three will leave the training with tangible results.

Kinesthetic learners: These people on your team learn best by hands on activity. Any training without some form of tactile interaction will be totally lost on kinesthetic learners. If they are not actively involved in the training process, they will be fidgeting while waiting for the action. Demonstration is good for these learners; but to make sure they “get it,” some hands-on activity is called for. Solid objects this type of learner can get his/her hands on will imprint the lesson well. Music that elicits a physical response is also effective.

Visual learners: These team members need to see what the trainer is presenting; diagrams, charts, and written words appeal to them. They may get more from pictures than from words written in a book. These team members will likely exhibit impatience during a lecture-style class. They will take in more information through observation than through listening to instruction.

Auditory learners: These are neither readers nor writers. They are great talkers and take in everything with an ability to retain information they hear. They generally love words and the sounds they make in word play and repetition. Often they have very good vocabularies. They may easily remember names rather than just faces. Auditory learners, as a rule, express the meaning of emotions in word structures and may make excellent actors. Their reading may involve moving the lips while reading or reading out loud.

MANAGERS ARE TRAINED IN OTHER AREAS

It's unlikely that MBA programs adequately equip their graduates to understand all the complexities of training team members. Business programs recognize the hours of time that management needs to spend on just managing. Outsourcing training could actually be considered a function of good management. After all, the GM is the person who makes the ultimate decision as to which trainers to bring into the club.

An expert trainer has the tools at hand to set up a training program or seminar that will have a profound effect on the club team. The expert trainer knows what to look for during the training and how to adapt training to the needs of the team. In fact, the expert trainer understands that it cannot be done the other way around – adapting the team to the training.

To those who think a GM who is not a trainer is therefore not a good manager we ask this rhetorical question: *Can a person be a good driver without being a mechanic?* The principle is entirely the same. **BR**

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