

## Neuroscience in the Workplace


### How to Make Sure Training Sticks

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## Topics

- The myths and realities about workforce training
- Why most money invested on training is wasted
- Why skills won't be used unless they are ingrained
- How to ingrain skills: rewiring the brain—lessons learned from brain science



## Topics

- Tips on how to ingrain what is learned in training: how to make training stick
- Measuring the results of training on four levels
- Q and A



## Myths and Realities about Training

- Don't let myths derail your training
- Know the realities



## Myths about Training

**Myth #1:** When employees have skill deficits, invest in the best training you can find, and your performance problems will be “fixed.”



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## Realities about Training

**Reality #1:** Without follow-through, reinforcement, feedback, encouragement and accountability, as much as 90% of all classroom instruction doesn't “stick” in the workplace.

Only a fraction of what you spend on training actually changes behavior—maybe only 10%.

*“American companies spend \$100 billion each year on training and only 10% transfers back to the job.”*

Dr. Dennis E. Coates, president of Prostar Coaching

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These alone do not change behavior.



Even the best training programs don't automatically improve performance.



## The true test...

What do people actually **DO**  
when they're in a situation  
where they have to **USE**  
the skill?



## The true test...

Usually they don't have time to think about  
what they learned.



They only have time  
to **REACT**.



## Myths about Training

**Myth #2:** If people value what they learned in training, they'll do it on the job.



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## Realities about Training

**Reality #2:** At work, people usually don't think about how to act; instead, they automatically engage ingrained work habits.

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They automatically do what already feels **familiar** and **comfortable**.



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## Myths about Training

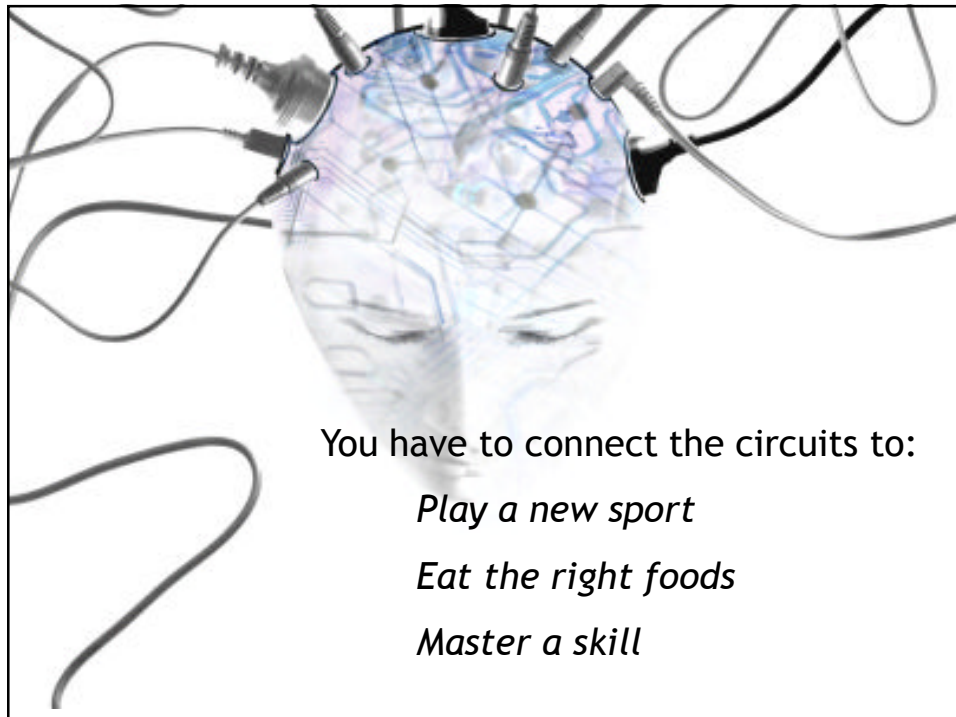
**Myth #3:** If motivated, people will learn what to do in training, and they'll begin using the new skills after they return to work.



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## Realities about Training

**Reality #3:** To ingrain a new skill, people have to rewire their brains—they have to apply the skill over and over until the related brain cells connect into a new neural pathway, a process that takes far more time than is available in a training program.



You have to connect the circuits to:

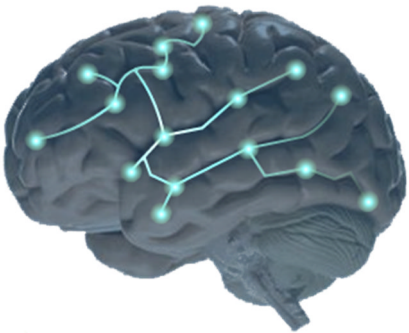
*Play a new sport*

*Eat the right foods*

*Master a skill*



Do it **often** and it gets **easier**.




*But how do you get there?*

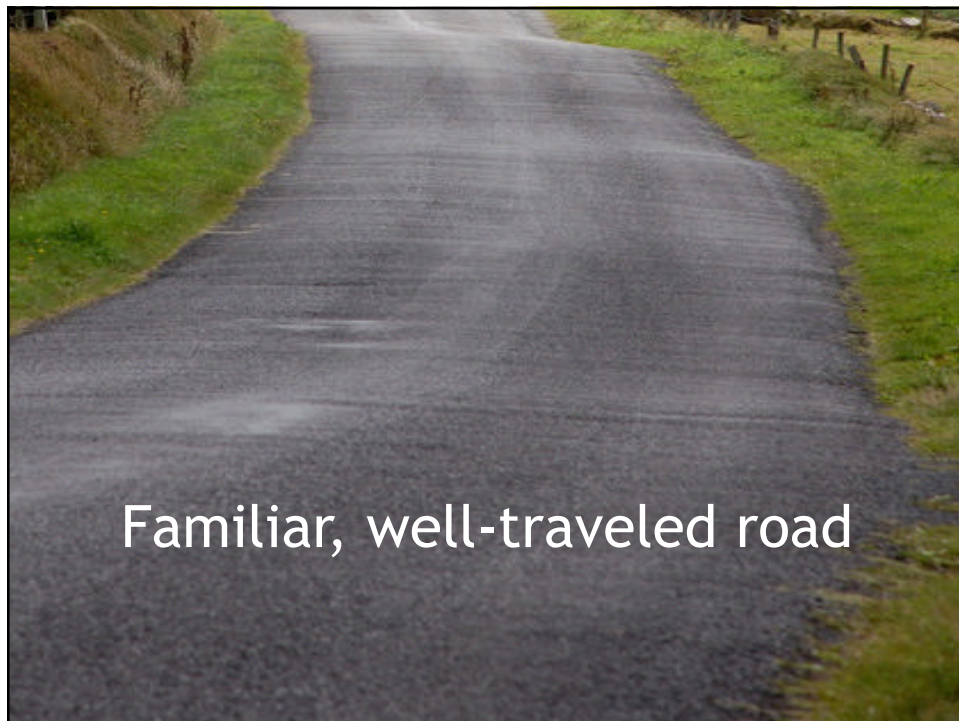
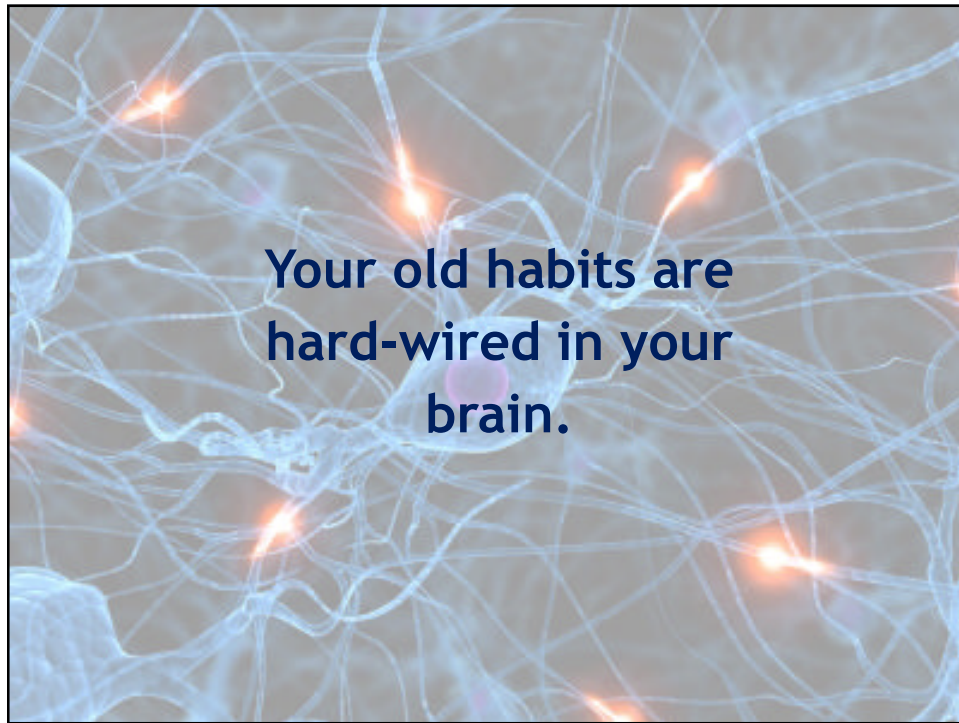
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Practice...Practice...Practice

Practice  
Makes  
Permanent



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## How to Make Training Stick: Ingraining What is Learned

- ✓ Prior to training discuss what the training is about with participants, why it is important, your expectations and how you will measure improvements.
- ✓ Be sure to include an action planning tool within the training
- ✓ After training, review participants' action plans and establish performance goals related to the training.

## How to Make Training Stick: Ingraining What is Learned

- ✓ Be sure to ask participants to tell you what they learned and how they will apply the skills on the job.
- ✓ Meet with participants on a regular basis and ask them to give you examples of when/how the skills were applied.
- ✓ Be ready to coach performance when necessary.



## Learners need a Coach.

- ✓ Demonstrates the skill
- ✓ Gives feedback
- ✓ Affirms abilities
- ✓ Holds accountable



## Measuring the Results of Training\*

Level 1: *Reaction*

Level 2: *Learning*

Level 3: *Behavioral Application*

Level 4: *Results (ROI)*

*\*(Based on the work of Dr. Donald Kirkpatrick)*



## Additional Resources

If you would like a 56 page e-book entitled

*The Dark Secret of HRD*, please contact:

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# Course Evaluation

