

# TRAINING

## Warm up - Ready

We realize that training is an entire discipline and the ways trainers interact with your workforce spans so much of your operations. Let's narrow it down a bit and talk about professional development to get you into the right frame of mind to tackle this topic.

**Directions:** Have a quick roundtable chat answering the following two prompts. This should take about **10 minutes**.

 Set a timer for **2 minutes**. Draw an image that represents the most inspiring mentor you've had.

 Go around the (virtual) room and share your image, explain who it represents and what they taught you that helped your professional development.

## Quick Questions

Before diving into the content, in 60 seconds answer the following questions. The trick here is to not over think it, just do it.

Do we believe we can successfully onboard new employees remotely?	Yes	No
Do we believe that new employees should be in the office for onboarding?	Yes	No
Are we confident our employees' performance reviews and growth in the company will be consistent regardless of how often they are in the office vs. working remotely?	Yes	No
Have our employees been fully trained on the different technologies we have available?	Yes	No

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# Training

Training is an overarching category which encompasses many topics; it could fill several books. Since this workbook contains many different topics related to a hybrid workplace, the main things you will focus on in this section are related to HR and IT, namely onboarding, growth and development plans, and technology training. Specifically, how each of these are affected by a hybrid work environment.

Training is the action of teaching a person a particular skill or type of behavior. It is necessary so that people understand and agree to follow the guidelines, boundaries, and expectations of an organization. Technology training, onboarding and manager training all include ensuring people learn not only the tangible skills, but also a behavior that turns training into a regular habit.

## Growth and Development

**Skill:** Employee development is incredibly important to the long-term success of an organization. Taking care of your employees, leading and challenging them through growth have multi-faceted benefits. All of which are based in psychological safety and a supportive climate. In a hybrid environment, it is critical to understand how the skills and performance indicators needs to change based on differing amounts of in-person touchpoints versus virtually.

**Behavior:** When organizations are able to maximize their talent, generally their employees are intrinsically motivated to innovate and add to a positive culture. Leaders will need to exemplify the behaviors they expect to see in their team, and this begins with understanding how perspectives and behaviors change in different dimensions.

It is important to take into consideration the ramifications of maintaining the same performance indicators when people are working differently now. These may need to adjust to account for not seeing people working visibly.

## Technology:

**Skill:** If your organization uses a virtual communication tool like Microsoft Teams, or Slack, there has to be training around the functions of the software.

Working remotely, it is important to understand if people know how their hardware works. Do people

know the tech resources available to them to get their job done?

Getting on the internet when at home is something we often do without a second thought. Do people know what speed their internet needs to be in order to remotely collaborate effectively? Do people know the limitations of their bandwidth before they experience a disruption?

**Behavior:** Once the tangible skills are in place, there needs to be training around how people act in coordination with technology (ie use only Teams for casual communication, use only phone calls for urgent issues)

It is important to communicate how people should behave to keep everyone on the same page. Communication around when and how to use the various types of digital tools is not something that should be left to grassroots movements. Publish and post these guidelines in several places so people see things in various modes.

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# Interesting insight

A hybrid model is great from a staffing standpoint and for better diversity. You can hire anyone from anywhere to work remotely and the people who want to come into an office can do that.

**“We have a bunch of new hires that I’ve never even met, which is weird for my role in HR. Our Talent Strategy department was doing employee relations before and now that’s moved under my house. I think there will be more interaction with that change. But I worry about our new managers who didn’t have those established connections before the pandemic.”**