**Pre-Training Conversation (Manager’s Guide)**

The following talking points are suggested for use in a pre-meeting with participants who will be attending the upcoming training course(s). The purpose of this conversation is to discuss the upcoming training and to establish expectations about what will be learned and how it will be applied within the context of the employee’s job, as well as what it means for their ongoing development.

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| **Pre-Training Conversation:** Conduct this meeting 1-2 weeks prior to the scheduled class. | |
| **Purpose of the Training** | *“We’ve partnered with XYZ training provider to deliver XYZ course.”*  *“I’d like to review the course objectives and talk about how they might apply to your job and your development.”*  *“This is a great opportunity to grow your strengths and to focus on your areas of development. We consider it a high priority and hope that you will too.”* |
| **Skill Development**  **Discussion** | Facilitate a discussion around the following questions:   * *What do you hope to learn from the program?* * *Can you think of a current or recent situation in which these skills would be useful?* * *What do you view as your strengths?* * *What are the key areas you’d like to develop?* * *What challenges or obstacles do you face?* * *What do you need from me in order to be successful?*   As the manager, provide input around the critical skills that you hope the person will gain from the training. Be clear in your feedback and setting expectations. |
| **Support the Learning Process** | Share that your job is to support the participant as they attend the training session and help them apply the learning back on-the-job.  Discuss department coverage plans and work issues that need to be addressed to ensure things are covered while the employee is in training. |
| **Post Training Expectations** | Inform participants that during each class they will be responsible for creating a course action plan.  Share you will be meeting after the training is completed to obtain feedback and discuss the key learnings from each course, the specific action plan and the timeline for implementing. |
| **Continue to Set Expectations** | Restate your commitment to training and development. Reconfirm your belief in the employee’s capabilities and state that this training is an opportunity to continue to develop those capabilities.  *“To confirm that we are in agreement, what are the three areas that you plan to focus on during the training?”*  Schedule a 30-minute meeting to discuss their action plans upon completion of the training. Thank the employee for making the training and pre-meeting a priority. |