# Why training fails?

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Many times some HR Personnel express surprise why the programmes conducted are not getting good results by way of some change they expected. But they do not stop it because they have to utilize funds allocated for it. But they would have lost faith in training. It will be done mechanically without any enthusiasm or expectation. This article is an effort to reason out such things.

Responsibility for success lies with all three major stakeholders: Trainers, Participants and their Managers. The effectiveness of training can be represented by a triangle in which management, participants, and the trainer are the elements to be considered.

Management

Training

Participants   Trainer
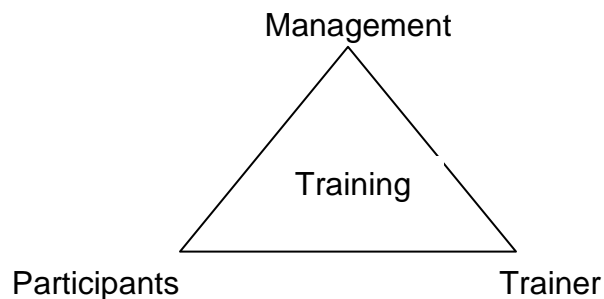
The effective communications between all the above three is required for functioning and involvement to fetch desired results from training.

Management:
a) HR might have lost faith that training brings results. But when higher ups ask to arrange for training they not take much interest, but put in half hearted efforts.

b) In every company as a policy, some amount is kept for training in the budget. Then HR may be conducting training only to utilise the allocated funds and prepare documents for show, rather than improving skill and knowledge gap of the employees.

c) Not deciding whether the problem is of knowledge or relationship and not understanding which can be solved / cannot be solved by training. Many time it may not be a problem which could be solved by training. It may be inter personnel problem. Then training is of no use.

d) Not exercising Care while selecting trainers. Analysis of background experience, communication skills is a must.

e) Not communicating clearly the problem faced the expected results and discussing with the trainer to clear any doubts is not done properly.

f) Policy restriction to pay very less for effort of trainers can be a handicap. It should be reasonable.

g) Not giving sufficient time for conducting training and doing things in a hurry.

h) Asking participants abruptly to be present in the training hall without informing subject and the purpose of training and how it is going to help them.

i)Disturbing the participant and asking to attend some job immediately leaving training.

j) Not linking training, learning with the career is one of demotivating factors.

k) Sufficient opportunity for practice/discussion is not there for the participants.

l) Posting too many people at a time for a batch to save money will be another barrier for success of training.

m) Selecting wrong participants - I have come across a peculiar situation where a new employee (6months experience) was asked to attend "retirement planning programme" for retiring employees. This negligence will frustrate people.

n) No initiative from department heads or HR to discuss and tell participant what is expected from the participants after attending the programme and call them back to find out the learning.

o) Company culture of not encouraging learning may result in failure. Loss of trust in training programmes is the result.

p) Job performance depends on the organisational culture, policies, and motivation as variables If these are not encouraging, it may lead to frustration of the individual. Next time he attends any training programme he would be skeptical about the outcomes.

q) HR personnel not taking initiative to spare some time to physically sit in the class and watch the participants and trainer, their interaction, method of handling session. totally depending on the feedback of participants may not be correct sometime.

Participant

a) Attending the training programme because he is told to occupy certain place at certain time.

b) Absence of initiative and enthusiasm to prepare/participate. It may be due to his perception about new responsibilities he, may have to shoulder after the programme or about training itself.

c) Earlier experience of boring sessions, not getting chance for participation, poor knowledge of faculty, incapability of faculty to answer questions/doubts might be responsible for an impression that it is a waste of time.

d) Absence of rewards/ recognition for attending training.

e) Some times trouble creating employees posted to avoid hindrance in the department. They make a show off and make their presence felt and become prominent figures in class which may not be liked by other participants.

f) Not discussing about programme which they are posted.

g) Not coming out in public with their experience supporting the topic.

g) Not airing their doubts, understanding/perceptions openly.

h) Not focusing on subject and indulge in cross talking and moving out frequently.

i) Using cell phone, sending message, getting call from work place.

Trainers

a) Trainers concentrating more on their training skills rather than result-orientation.

b) Not being friendly with participants, not giving opportunity for discussion.

c) Excessive use of ready made material, more importance on face value rather than actual learning

d) Thinking that keeping participants/organizers happy is the main purpose, and spending sparing some more time on entertainment/stories unconnected with learning.

e) Trainers not having actual work experience.

f) Heavily depending on internet and down loading presentation, do some alteration and delivering the training programme.

g) Not utilizing experience of participants.

h) Poor listening and speaking skills.

i) Quoting experiences not pertaining to participant's field, use of Jargons, high language.

j) Not knowing Participants background qualification, field of experience, and the problem expected to be solved.

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