The Process of Training and Developing Others - Typical Model

Activities	Tools
First understand yourself, your skills, style, and training needs.	Psychometrics, graphology, reflection, discussion with others and any other available methods.
Understand the trainee's job. Identify the essential and desirable job skills that affect performance and results.	Job description and scale parameters. Establish psychometric profile for job. Establish a skill set and behaviour set of attributes required for the role.
Assess the trainee's skills, style, attributes, situation, and especially their learning style (see Kolb).	Psychometrics, graphology, interview, discussion and any other assessment methods available. Counselling one-to-one, get to know the other person, listen, understand.
Agree and explain everything with the other person. Keep doing it.	Involve the other person in completing the documents that you use.
Identify and agree development priorities – the basic training plan.	Prioritise training needs (TNA). Counselling one-to-one, listen, understand. Record in writing.
Break down each skill to train. Identify and agree elements and standards of each part (not too many at once). Assess and agree current ability per element.	Relevant reference material (manuals, standards, company documents, etc). Skill elements assessment sheet. Involve the other person in completing the documents that you use.
Identify and agree tasks, activities and/or objectives to train each element to the required standard.	Task delegation form, (eg 'SMART'). Draw on other resources available (training courses, managers, colleagues, external resources.)
Implement, follow-up, review. Encourage, measure, record and support. Adjust the plan and priorities if appropriate. Continue positive, ongoing recorded review.	Task delegation form, (eg 'SMART'). Other company systems, appraisals. Counsel, listen, understand.

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