



How to Design and Deliver Training

Marcella Peralta Simon, MBA, M.Ed.
Associate Manager, Instructional
Design, Accenture

Designing Training

What to know before you begin



- **What is the reason for the course?**
 - To plan a course, you need a goal or purpose: improve performance, introduce knowledge, or change attitudes.
- **How many learners?**
 - If you have over 30 people, you may need to break them into small groups or rely more on lectures.
 - For big groups, you may also need to have more than one instructor.
- **Who are your learners?**
 - What is their education level?
 - Are they ready for training or do they need to read anything or take any courses beforehand?
 - If you use technology to deliver training, are they skilled enough with computers?
- **How much time do you have for training?**
 - You will need to plan your program accordingly, with breaks and lunch as needed.
- **Where will training be delivered?**
 - You will need adequate ventilation, temperature control and soundproofing.
 - You may need supplies/technology such as flipcharts, whiteboards, or plug-ins for laptops.
 - You may need appropriate seating arrangements for activities and exercises such as café-style tables.

Learning Takeaways

*At the end of the training, what do you want the learners to know and/or do?
Use action verbs!*

Knowledge Examples

- List the steps
- Define the terms
- Describe the process
- Identify categories
- Comprehend the concept
- Analyze the report
- Compare the issues
- Evaluate the argument

Skills Examples

- Demonstrate how to do something
- Create a process
- Build a structure
- Plan an event
- Design a lesson plan
- Develop a software program
- Manage a team
- Organize a company

The Lesson Plan

Divide content into topics and subtopics, always starting with an introduction to what will be covered and ending with a summary of what was covered. Make sure you leave time for questions and discussion at the end of each topic.

Example: How to Build a House

1.0 Introduction

- 1.1 Purpose of the course
- 1.2 What topics will the course cover

2.0 Preparation

- 2.1 Reading a blueprint
- 2.2 Materials and supplies you will need

3.0 Foundation

- 3.1 Digging the foundation
- 3.2 Mixing and pouring the concrete

4.0 Structure

- 4.1 Measuring materials
- 4.2 Working as a team

5.0 Windows and Doors

- 5.1 Types of windows and doors
- 5.2 How to install

6.0 Painting and Finishing Touches

- 6.1 Types of paint
- 6.2 Trim and shutters

7.0 Summary and Conclusion

- 7.1 What we learned
- 7.2 What comes next (demonstration, practice, test, etc.)



Exercises and Activities

*Showing is better than Telling
Doing is better than Showing*



Here are some types of activities you can use in your training to make it more interesting and engaging for the learners:

- **Lectures**- make sure to include graphics and visual material. Allow time for questions.
- **Discussions**- small group discussions (4-6 people) and then a “reporter” from the small group reports to the larger group or pairs of people discuss and then share in larger group.
- **Case Studies**- a true story of how a problem was solved or not solved **starts** a discussion. What should they have done differently? What would you do?
- **Role Plays**- learners can be assigned roles and improvise dialogues, then switch positions. You can ask them “How did it feel to be in the other’s position?”
- **Debates**- learners can take sides of an issue in teams and discuss afterwards.
- **Games**- Jeopardy, Scavenger Hunts, Monopoly are games that can be adapted to many types of content. You can create teams and give out points or prizes which can engage learners who like sports and competition.

Tests and Quizzes

Tips and Tricks

- If you can, give a short review of the material before a test or quiz.
- Use a variety of types of questions if you are able: multiple choice, true/false, short answer. Ask the learner to demonstrate a task or process, if applicable.
- Make sure each test question is related to a specific takeaway or topic and that all topics are covered in the test.
- Make sure questions are clearly worded and truly measure knowledge of the topic. Avoid negative questions “what NOT to do.”
- Do not try to confuse the learner with “trick” questions.
- Do not test on topics that were not covered.



Delivering Training

Before you begin

- Write your name on the board and set up name cards for the learners if you don't know them already.
- Make sure the room has adequate temperature controls and lighting and that all technology works.
- Arrange seating so that participants can see you and screens well and interact with each other if needed.
- Arrange for food or refreshments to be delivered for breaks and lunch.
- Have a sign-up sheet for attendance, if required.



Delivering Training

During training

- Introduce the topic by explaining why it is relevant to the learners' lives.
- Give the learners an overview of the day.
- Tell stories that illustrate concepts from your own experience- they will remember those above all else!
- Teach back- periodically have learners explain what you delivered to other learners in their own words.
- After each topic, give learners an opportunity to discuss, practice, and/or ask questions. Do not squeeze topics too close together. Reflection is an important part of learning and helps people remember.
- Give learners opportunities to get up, move, and stretch throughout the training. An active body stimulates the mind.



Delivering Training

Good endings

- Summarize the topic well at the end of the course- what did you learn today?
- Have learners discuss how they will apply what they learned on the job or in other real-life situations.
- Leave learners with useful materials such as checklists or other job aids.
- Obtain feedback from the learners- was the course interesting and useful to them?
- Periodically contact the learners and their supervisors after the course has ended to see if behavior has changed or performance has improved.

