



# 5 Ways To Transform Training From Average To Amazing

Find Out the Essential Elements of an Effective Employee Training Program



A robust employee training and development program is essential to the success of all businesses, regardless of industry or size. It improves culture, enhances productivity, builds efficiency and effectiveness, increases satisfaction, and helps retain and attract top talent. In essence, it is a necessary foundation.

It's a significant investment in any organization. And because of that, shouldn't it be equally important that the training program your company employs is one that's built on the science of learning to ensure progress, engagement, skill building and development?

Established scientific research supports the need for training programs that understand how people learn. Yet too often, companies continue to pour resources into platforms that check a box rather than meet the needs of the modern workforce.

Does your organization's training have what it needs?

### **Effective Corporate Training Programs Need These 5 Things:**

1. Learning science framework
2. "Real world" expertise coupled with subject matter experts
3. Blended learning
4. Expertise-building assessments
5. Modern measures

# THE SCIENCE OF LEARNING

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Every learner is different, and it's imperative that you focus on their specific needs. After all, the purpose of job training is to help people improve performance. So if you're not purposeful about it — keeping it relevant to people's roles, giving real-world examples, providing opportunities for authentic practice — you're far less likely to accomplish your goals.

And a big part of that is understanding how people learn and retain knowledge. Busy people can only hold so much in their brains at once, which is why microlearning has become so important.



The Association for Talent Development (ATD) describes it this way: “Microlearning enhances learning and performance in the most efficient and effective manner possible through short pieces of content....Many people find microlearning valuable because it can be consumed quickly while the learner is performing their job, which contrasts to longer in-person or virtual forms of training that they may need to carve out time in their work schedules to complete.”<sup>1</sup>

It's sound practice and rationale for “how” training needs to change. Bite-sized chunks of learning help people manage their cognitive load and are motivating because the format enables them to easily see their progress.

Let's face it, leasing professionals will probably never have more than 15 or 20 minutes of uninterrupted time available before someone needs their attention. Being able to help learners get through training during their workday is a win-win for everyone, and organizations that have made these shifts in learning now see a steady rise in positive feedback and end-user ratings.

<sup>1</sup><https://www.td.org/talent-development-glossary-terms/what-is-microlearning>



# LEARNING SCIENCE MEETS TRAINING

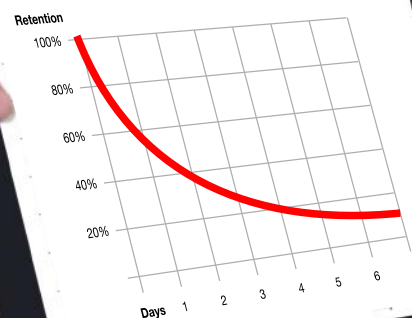
On the content side, particularly in the case of compliance training, it helps make complex topics like Fair Housing, anti-discrimination, anti-harassment laws, and others easier to understand.

Learning — building expertise — is not a “one-and-done” experience. It’s a process that happens over time. And training is a process, too. Learners must revisit foundational concepts to keep their knowledge current and top of mind.

Because unfortunately, on the opposite side of the learning curve is the forgetting curve.<sup>2</sup> The Ebbinghaus Forgetting Curve shows how recall exponentially drops, and then flattens out, over 30 days.

Therefore, an effective training program should include regular reinforcement of important concepts to ensure retention. As ATD notes, “You need to build frequent refresher modules to boost memory and fight the curve, especially in the critical first 30 days after the initial learning.”

The Ebbinghaus Forgetting Curve



<sup>2</sup> <https://www.td.org/insights/dont-forget-the-ebbinghaus-forgetting-curve>



Short, structured courses help lay the foundation for the complex, yet essential, areas employees must know, but in ways they can internalize and apply.

**Example in practice:** Once employees have a foundation in Fair Housing compliance, a learning booster can help reinforce previous learning or be applied to new situations. This embeds concepts in long-term memory to combat the “forgetting curve.”



Learning science shows you can change the forgetting curve by actively re-engaging the brain to revisit the important things over time. This “mental muscle memory” is the key to learning. More importantly, it’s a critical step in laying a foundation for organizational success.

# TRANSLATING EXPERT KNOWLEDGE FOR REAL-WORLD APPLICATION

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It's one thing to have deep subject matter knowledge; it's another thing altogether to share and teach that information to novice learners. A disconnect here causes many training programs to be functionally ineffective.

Simply put, experts aren't always the best instructors if they have difficulty relating to the regular person and "translating" their expertise. They may struggle to meet learners where they are and lead them to where they need to be.

Building great learning products is not a one-person job; it takes the skills and perspectives of many. For that reason, successful training programs find the right experts to apply their expertise and also utilize instructional and visual designers to transform challenging concepts and material, structuring and delivering content in a way that best supports learning.

Learners have unique, and often situation-specific, needs. A training program built on best practices and learning science will include engaging content (i.e., video, self-paced e-learning, games, infographics, and more) with clear, concise language and real-world examples.

In the words of Sir Winston Churchill, "Where my reason, imagination or interest were not engaged, I would not or could not learn."





## **THE IMPACT OF BLENDED LEARNING: TECHNOLOGY + IN-PERSON**

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Technology enables solutions and creates opportunities for innovation, with one crucial caveat: It must be intentional and have relevant application.

Where technology shines is in its ability to scale. As Rob Beauchamp, Grace Hill's Chief Product Officer, notes, "That's key because, in the world of employee training and development, training must be personalized and contextualized. The learning paths we set for employees must take into account their prior knowledge, their job role, and their goals."

Technology must be purposeful, though, to be effective. Delivering this level of personalized learning will require systems that can take employee data and automatically suggest learning paths and can't be the "be all, end all" for every aspect of training and development. As such, there always will be a place for in-person training opportunities.

In fact, in-person training is irreplaceable when you get down to individual context:

- What is your specific situation?
- Where is the property located?
- What are the rules in that local jurisdiction?
- What kind of property is it?
- What are the specific policies and procedures you must follow?
- What is particularly difficult or tricky for your specific set of learners?



Allowing technology its rightful place enables companies to optimize precious face-to-face time on the trickier aspects of knowledge application, such as real-time observation, practice, or role-play.

Knowledge alone isn't enough. Practicing real-world scenarios and getting feedback are essential to developing expertise. A reputable learning management system (LMS) provider does the heavy lifting, enabling clients to zero in on the personalization their people need to do their jobs well.



# ASSESSMENTS THAT BUILD EXPERTISE

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Effective training programs start with the end in mind:

- Purposefully structured to emphasize the value of learning the content (or perhaps the risk of not learning it).
- Tightly aligned to objectives and assessments.
- Clearly articulated, explaining what the learner will know and be able to do upon completion.

Unfortunately, it's in the assessment phase where things often fall apart. The LinkedIn 2021 Workplace Learning Report<sup>3</sup> showed that using assessments to validate skills happens only 30% of the time globally, which is not often enough.

And even when assessments are part of the training, they don't always hit the mark. "The biggest mistake many make in evaluating the impact of learning is just testing recall," said learning expert Patti Shank, "Just because people have learned something does not necessarily mean that they'll apply it or understand its importance on the job. Real assessment comes from observation, providing feedback, and evaluating results."<sup>4</sup>

<sup>3</sup> LinkedIn-Learning: Workplace Learning Report

<sup>4</sup> <https://www.td.org/insights/the-atd-talent-development-framework-evaluating-learning-impact>



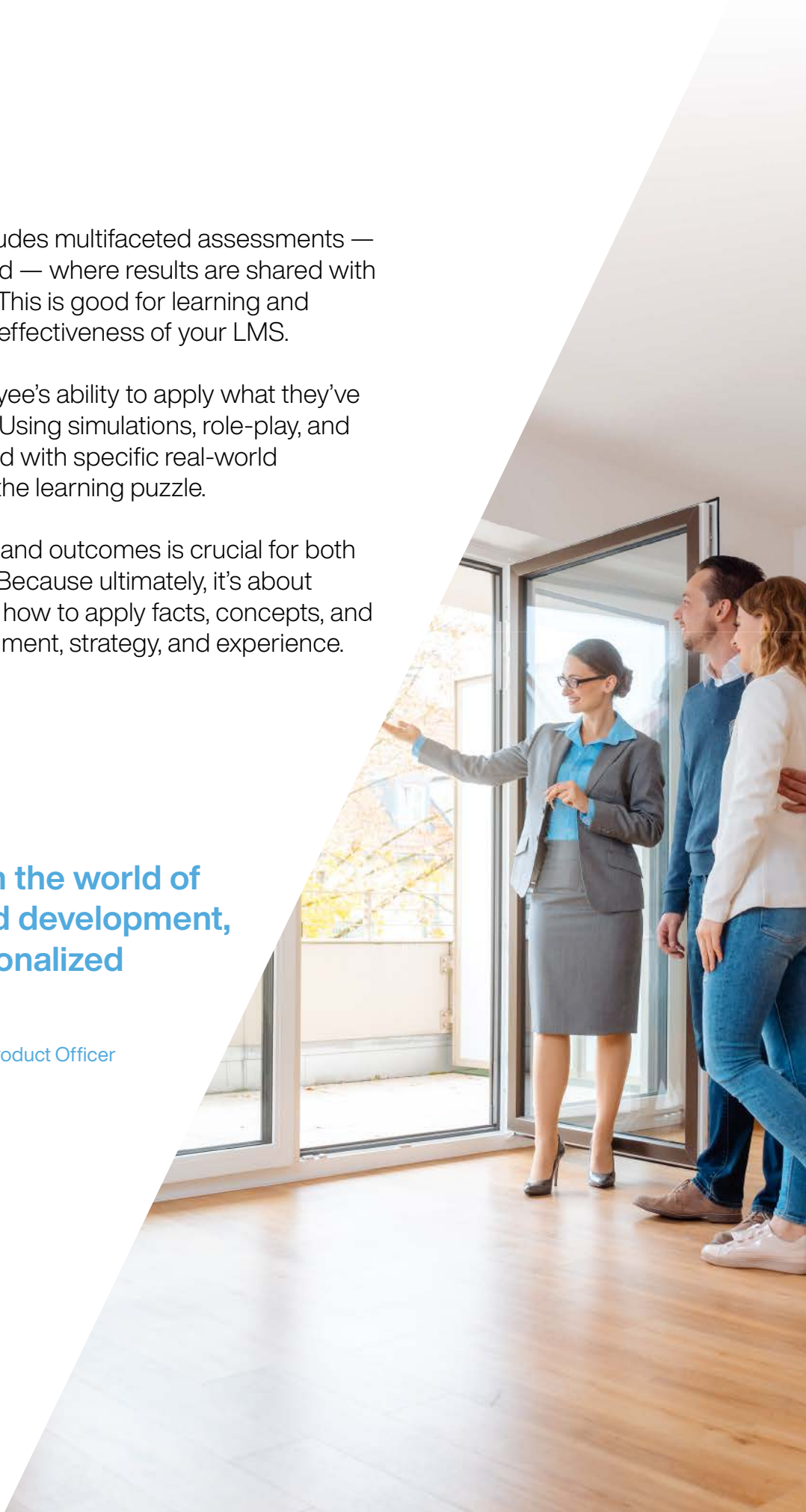
A robust training program includes multifaceted assessments — more than just a quiz at the end — where results are shared with the learner and the company. This is good for learning and provides valuable data on the effectiveness of your LMS.

Retention hinges on an employee's ability to apply what they've learned once back on the job. Using simulations, role-play, and real-time assessments coupled with specific real-world contexts are critical pieces of the learning puzzle.

The alignment between goals and outcomes is crucial for both the learner and the company. Because ultimately, it's about making sure employees know how to apply facts, concepts, and principles, which requires judgment, strategy, and experience.

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## **MODERN MEASURES**

Training employees is an essential task, but it's also important that there's a definable point to it all and that it's well administered, tracked, and managed.

Time is precious. Companies that insist on managing antiquated systems — relying on sign-in sheets and paper-based assessments and surveys — will find themselves at a competitive disadvantage, not to mention dealing with a confusing and time-consuming mess.

Paper systems were once industry norms and necessary for assessing the effectiveness of a learning system, but that simply is no longer the case, much less the standard.

Today's top LMS platforms provide dashboards for companies to easily house data, track activity, examine trends over time, and keep documentation accessible. Innovative learning can give you a competitive advantage, so don't overlook its importance in your organization.

An integrated talent performance management platform will provide a solid foundation of excellence. With a robust program in place, your organization will be competitively positioned to develop and retain top talent, reduce operating risk, and elevate employee (and property) performance.

An advanced technology-enabled solution backed by sound scientific learning research is essential to your success.

So now the question becomes: Does your training program have what it takes?

**Talk to an LMS expert today to see how you can elevate your employee training program.**

