



# Employee training & support

The effects of a poor training plan can cause your change to land poorly (or not at all!). Selecting the right-sized approach for your change initiative is imperative to driving home successful change.



**Change  
Challenger #6**

It can be hard to ensure that your **training approach** during a change initiative is the "right size" for your goal. We've seen **both ends of the spectrum** here: overly excited change managers who create **long, complex, engaging training journeys** for a change that doesn't require them, or, on the other hand, **inexperienced change leads** who **underestimate** the need for their people to learn how to do things differently and **completely neglect training**.

## How does a lack of training and support manifest?



### Ineffective use of training methods

Relying solely on one form of training delivery. Such as asynchronous or synchronous methods, without considering a blended approach that aligns with different learning styles and outcomes.

### Inadequate skill development

People lack the necessary skills to use new tools or processes effectively, leading to poor performance and frustration.

### Resistance to change

Insufficient training can lead to resistance, as employees feel unprepared and unsupported.

### Short-term focus

Viewing training as a one-time event rather than an ongoing process leads to quickly fading knowledge and skills over time.



Wait! What?

Do you know?



## Synchronous learning

Training in which instructors and participants gather at the same time and (virtual or physical) place and interact in real time.

### Pros

- Social interaction
- Fast information exchange
- Community engagement

### Cons

- Scheduling difficulty
- Technical difficulties
- Accessibility limitations

## Asynchronous learning

Training where participants access materials at their own pace and interact with each other over longer periods.

### Pros

- Learning at your own pace
- Time to reflect on and engage with materials
- Accessible to a broader range of participants

### Cons

- Limited contact with training leads
- Requires great self-discipline
- Lack of immediate feedback

# How does poor training affect change?



The effects of an inadequate training plan can cause your change to land poorly (or not at all!). It can lead to:

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## Lower than planned adoption

People are less likely to embrace new systems or processes if they don't feel competent. In the worst case, they cannot adopt them simply because they don't know how!



## Stagnation of growth

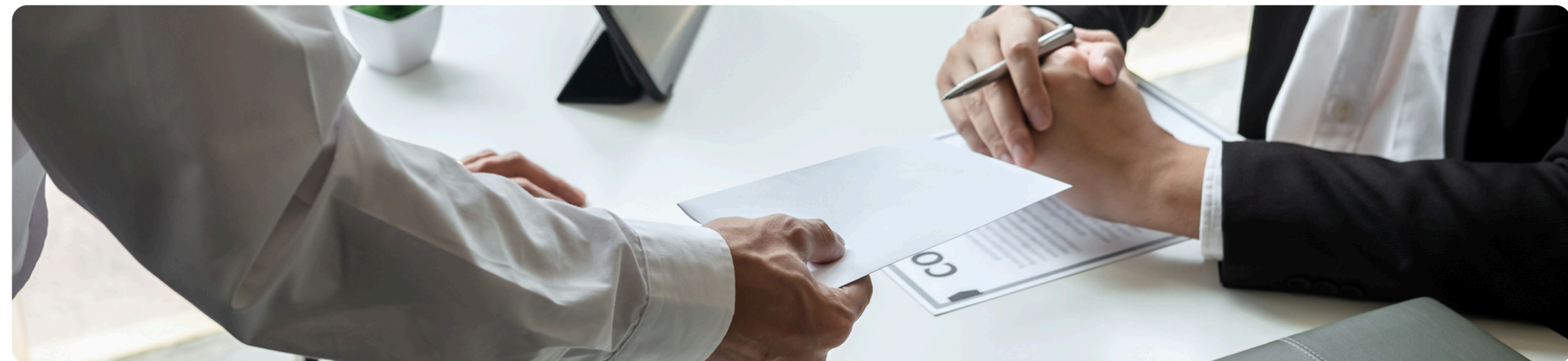
Without developing new competencies, the organisation fails to evolve, potentially losing its competitive edge.

## Reduced productivity

A lack of proper training can cause significant downtime and errors, reducing overall productivity.

## High turnover

Continued frustration due to insufficient support may lead to higher staff turnover.



# What can you do to ensure your training lands and drives successful change?



## Measure and adapt

Continuously assess the effectiveness of training programs and adjust based on feedback and performance metrics to ensure they meet the organisation's and its employees' changing needs.

## Use blended learning approaches

Combine synchronous methods like workshops and live virtual sessions with asynchronous tools such as self-directed learning, virtual community-based learning, and interactive modules. This blend allows employees to learn at their own pace while still benefiting from real-time support and interaction.

## Align training with outcomes

Design training programs that directly relate to the skills and knowledge employees need to meet new challenges and achieve business outcomes.



## Embrace continuous learning as a culture

Foster an environment that values continuous improvement and ongoing learning beyond initial training sessions. Implement regular refreshers and new learning opportunities to keep skills up-to-date.

**EXAMPLE**



When **Jordan** took over as the **change manager** to implement the new financial forecasting system, it was their first role that didn't focus purely on finance. But, they were keen to get this new system off the ground. Quite quickly, **Jordan** got **pulled into the depths of the system**. She attended configuration and integration meetings, governance boards, and systems demos every few weeks.

Meanwhile, she spent a lot of time getting to know the system herself. This was one of the benefits, right? She had been in the financial planning team for two years and had used the old system – **she knew what was wrong and what needed to be fixed!**

**What happened?**

**Jordan** realised she was being distracted by the **minutiae-level detail** of this new system. She needed to change her approach. So, she started working on **balancing** her time between really **understanding the complexities** of the new system and **contextualising those changes** into "what it means for people and the business" - understanding both sides of the training needs:

### **The What**

What are we asking people to do differently? What do they need to know and do differently to use this new system?

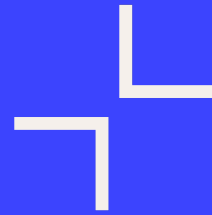
### **And The Why**

Why are we investing this money and time in the new system? Why does it give us newer and better information? Why will it allow us to be more effective?

It's **tempting** and easy to get stuck training people on the **technical side** of the new system while neglecting the information that **really matters**— **how what you're doing delivers** against the mission better than before!



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Practice Lead



## Hot Take

### **Training isn't a change management silver bullet.**

While it's tempting to think of training and comms as the silver bullets to deliver change, a good training plan is framed as part of a more comprehensive change management approach.

### **Train for outcomes, not on inputs.**

Especially in systems training, it's tempting to teach people where to click and how to get info into the system and completely ignore the outcomes that the new system is trying to deliver. Companies rarely invest in new systems simply because they are new—they are investing in new capabilities for the business, and those new capabilities require people to change how they do things.



Change is inevitable, but it doesn't have to be disruptive.

Need help figuring out where to start?

Or do you already have a clear vision and need a reliable partner to help you get there?

Get in touch. We'd love to speak to with you.

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Or, come and say  
**[hello@lanciaconsult.com](mailto:hello@lanciaconsult.com)**