

PUTTING THE RIGHT PERSON IN THE RIGHT SEAT.

Is training really a waste of time and money? Many are quick to respond “yes” or “no,” but it is wise to consider a few items before answering the question. Before you even begin to respond, you must understand what training truly is. When discussing the subject, it may be easy to confuse training with formal post-secondary education.

These two professional development activities, though often lumped together, are not the same. Training and formal education have vast differences in content and objective. These differences are most commonly seen in the time commitment required, program length, and cost.

However, the most important difference between the two professional development activities is the end goal.

The goal of formal education is to teach people how to learn. Training, on the other hand, has the specific goal of equipping people with hands-on skills, experiences, and product or process knowledge. Though different, formal education and training can complement each other.

When people are equipped with the ability to learn, training is then able to be most impactful through teaching specific and practical skills. Consider the project schedule, for example.

This inevitably leaves business owners to ask: "When do you train?" The answer to this question is simple: "Always."

Training is a necessity to stay up to date and relevant. There is no denying we are living in a technology-driven world, accelerated by the COVID-19 pandemic. In fact, there is now a whole generation of individuals who have no knowledge of living in a society predating the internet, smartphones, social media, electronic communication, etc. However, at the intersection where technology meets the workplace, there is a revolution that began in manufacturing and ultimately found its way to construction. With the frequent improvements being made to today's tools, refinements in processes, and advancements in technology, continuous training is a necessity, not a luxury.

Training is an investment in both people and business capability. But it does cost time and money. So, ultimately, is the investment worth the cost or are you wasting resources?

From an employer perspective, either a failure to train or a failure offer training opportunities can have two inevitable results. The first scenario is that a superstar performer will become disillusioned with the organization. The employee will perceive the lack of training opportunities as the company's lack of interest in investing in their professional development. This often results in the employee seeking a new employer who better values their contributions, and departing their current role for that new employer.

Worse yet, the second scenario is that your company's average or subpar performers will stay and risk a decline in the organization's level of performance, because performance



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