

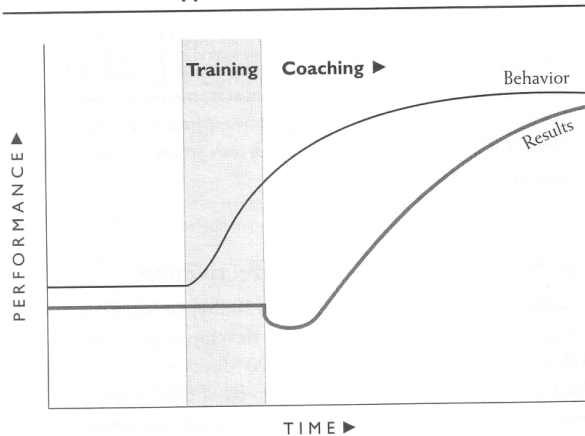


**Coach Karl, MBA**  
Master Success Coach  
Phone: +1 (409) 267-9336  
[Karl@CoachKarl.com](mailto:Karl@CoachKarl.com)  
[www.CoachKarl.com](http://www.CoachKarl.com)

## Training does not Work!

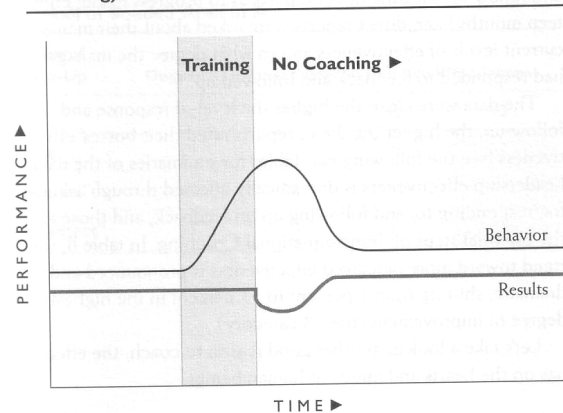
**Figure A** illustrates what seems to be a reasonable expectation of training: It will produce new behaviors that, over time, and in spite of a small and temporary dip in performance immediately after training, will lead to improved results.

**A. What Should Happen with a New Skill (with Coaching)**



**Figure B** shows what actually happens after training if no coaching is provided: old behaviors quickly resurface, and sustained performance improvements never materialize! Without coaching, the opportunity that training provides for permanently improving behavior – and for the improved results that could have followed – is lost.

**B. What Actually Happens with a New Skill (Without Coaching)**



(Source: The Heart of Coaching, by Thomas G. Crane, FTA Press, ISBN 0-9660874-0-2)

- ❑ By not providing coaching to people after providing them with behaviorally based skill training, we set them up to fail. Such approaches offer a mixed message. To the employee's face we say: "We will send you to this training program in which you will learn new skills and behaviors to apply on the job. We have selected you because we believe you can do a better job afterward and, of course, we expect to see improved performance after you return. Now, go and learn."
- ❑ But the unspoken organizational truth the employees hear and usually experience is more like this: "We hope you can implement all the changes we expect to see without any help from us, because we are just too busy to coach you or reinforce new skills after you return. But we know from experience that you probably won't be able to do it – the effects of training frequently is negligible. That's why it is the first thing we cut when times get tough. Thanks for going to the workshop!"
- ❑ My coaching enables your organization to produce more efficiently and effectively by:  
**1. Assessing => 2. Challenging => 3. Supporting**  
your people. The impact that I have on organizations is quantifiable and will improve your bottom-line results.

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