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### The Real Benefits of Training and Development

With the exception of a few extensions being granted by the SETA's, the skills submission season is well and truly over, but the bitter taste of potential time wasted on submissions that result in little, if any, money being paid out still lingers. This, coupled with the DHET remaining quiet on the claimable levy and sweeping mechanism being reversed, as well as the conversion of SETA's to SETAB's (deliberate acronym?) proposal, it makes for an interesting future in the Skills Development landscape. However, a lot of positive work is being done in this arena.

A colleague recently wrote an article in which she mentioned a client, that spent little time and money on training, who sadly stated that they were losing really good staff as a result of the lack of focus on training and development in the organisation. So what are the real benefits of training and development then?

The effectiveness of your organisation is determined by the performance of the resources within it, the measurement of the performance of your employees is critical. The management of this performance should include information such as what the employee contributes that delivers results for themselves, their team or for the organisation. So what are the key ingredients to "top performing employees"?

It is widely accepted that the "sweet spot" is a combination of the right knowledge, skills and behavioural attributes. So how do we ensure that we have the winning formula? Choosing effective courses that deliver on these knowledge and skills requirements is important, but not nearly as important as assessing how this is applied back in the workplace.

At GBS, we subscribe to the following basic principles that we believe are the winning formula:

- Appropriate pre-assessment to determine the skills needs in your organisation.
- Selection of appropriate interventions to address these knowledge, skills and behavioural deficits. This includes programmes designed to improve or enhance existing skills sets.
- Providing an environment in which learners feel supported and enabled to perform their duties effectively.
- Creating an environment where learning becomes a practice in the workplace, that is supported by the necessary policies and procedures.
- Providing an environment in which learning is shared and enhances team performance.
- Finally, an environment in which performance is effectively measured and acknowledged in the workplace.





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In most instances, Managers will want to know how a particular workshop or course was delivered, but truly effective managers' focus on how the knowledge and skills gained from these workshops is being applied back into the workplace. The final step in extracting value from your various training and development initiatives is to assess what impact this is having on the individual, their team or the organisation. The real benefit of training is not what people learn, but what they do with what they have learnt.

*"Train people well enough that they can leave. Treat them well enough that they don't want to."- Richard Branson.*

Regards

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