



Training plan on a page

Plan training so it changes what people do, not just what they know. **Fill it in before you book.**

1. THE END GOAL

The training	For whom
_____	_____
By (date), they will be able to	

How we'll know it has happened	Sponsor
_____	_____

For example: "Everyone can use our new booking system confidently by 1 May, take customer bookings accurately and handle common customer queries."
"Develop our leaders" is not a goal yet: develop them from what, to what?

2. SHORT, SPACED SESSIONS, MORE DOING THAN LISTENING

Session 1, date	Focus	Practice before the next session
_____	_____	_____
Session 2, date	Focus	Practice before the next session
_____	_____	_____
Session 3, date	Focus	Practice before the next session
_____	_____	_____

Match the method to the skill, not to "learning styles":

Practical tasks: demonstration

Decisions: simulation

Complex problems: discussion

Behaviour change: practice and feedback

BEFORE YOU BOOK

Is the business ready for it?

MANAGER SUPPORT

- ☐ The senior team believes it matters
- ☐ There is a visible sponsor
- ☐ People get time to attend
- ☐ And time to practise afterwards
- ☐ Managers will discuss it in one-to-ones
- ☐ Progress will be reviewed and recognised

BARRIERS DEALT WITH

- ☐ Workload makes room for it
- ☐ The equipment and resources are ready
- ☐ No process blocks the new way of working

3. THE FIRST 30 DAYS AFTER

Where they'll use it at work, straight away	30-day check-in on	
_____	_____	
☐ Coaching conversations	☐ In one-to-ones	☐ Peer discussion
☐ A workplace assignment	☐ Refresher or quiz	

The sooner it's used in real work, the more likely it is to stick. Most of the result comes from what happens after the session.

Any "no" above?

Fix that first. Training often fails because of the organisation around it, not the content, and even excellent training struggles where the barriers stay.

4. WHAT CHANGED? CHECK AT 30 AND 90 DAYS

Behaviours that changed	Skills that improved
_____	_____
Business result	Problem solved
_____	_____

Not the feedback form. A "happy sheet" tells you whether people enjoyed the day. These four tell you whether the training worked.

Send us your what-ifs.

Want help planning or running it? See [training with What If HR](#).

The detail is in [Anna's guest post](#) at whatifhr.co.uk/blog.