



Organizational DEVELOPMENTS

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Delivering cost-effective training

Imagine the situation. You have a new product. Your company has spent untold thousands to develop this masterpiece and much of the revenues for the next five years are dependent upon its successful market penetration.

To make that happen, you have to educate your sales force about the product, how to use it and why it's better than sliced bread. The message is complicated, and your audience is widely dispersed, varied in experience and frequently on the road. And, you have to stay within a set budget.

Where do you begin? With sound principles of instructional design.

"We approach training from a systems perspective," says CRD President Diane Hanson. "We analyze the situation and design, develop and implement cost-effective training programs that maximize human learning and improve performance."

The analysis step is the most critical. Analysis allows us to look at the situation and draw some conclusions. Using the pharmaceutical



Computer-based learning can be an effective training technique in the workplace.

industry as an example, we know that scientists need more technical information about a drug and how it works in the body in order to influence key customers. Sales reps who call on general care practitioners, need more generalized product information and less technical information. One training program would not fit both of these learners.

Additional analysis suggests more to consider when developing training. Training requires a structured, repeatable format. Audiences that travel extensively prefer formats that easily can be taken on the road

with them. Varying levels of experience may suggest the need to verify the application of training to the workplace.

"These are just some of the things we consider carefully in instructional design," says Pam Barry, Senior Instructional Designer and Project Manager for CRD.

"Only when you analyze the situation, needs and performance barriers can you effectively design solutions that work."

Designing solutions involves identifying the training objectives and selecting the most appropriate

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Best Practices

For many, “best practices” means the things other companies have done to be successful.

At CRD, we view best practices differently. For 15+ years, we’ve been developing training for so many different companies that we’ve come up with our own best practices.

We’ve learned what types of training work best in different industries, who the best subject matter experts are and how to successfully tap their knowledge. We’ve identified the most cost-effective formats to deliver flexible, cutting-edge training.

When we go into a pharmaceutical company, we know how scientists learn best because we’ve trained them many times. Likewise, we know how to present sales information that motivates people to action. At CRD, we apply the practices we know work to meet your specific needs.

In the end, it makes a big difference in your bottom line. We don’t waste time (or money) with learning models that don’t work for your audience. Instead, we draw from our experience to create deliverables that achieve results.

Experience counts. *It creates the best practices that build the best training.*

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formats for specific deliverables. To be cost-effective, training design requires a thorough understanding of the audience, the training goals and the industry.

“We succeed because we know how our target audience likes to learn,” says Barry. “Knowing your audience’s preferences helps you select the most appropriate training formats and improves your chances for success.”

While there are many training formats, CRD has identified four that would provide exceptional results and economical value in the pharmaceutical company example.

Self-study print-based modules are an ideal instructional solution for delivering complex technical

training. Print-based modules present an accurate, consistent message to all learners and can be read anywhere – from home, while traveling or while waiting. Self-study modules provide an excellent foundation upon which higher skills can be built. Evaluation and assessment methods included throughout the training, help the learner focus on critical material and ensures their ability to apply what they’ve learned.

Digital solutions like CD-ROMs and Web-based training combine the same accuracy and consistency benefits as print-based materials with the advantages of animation and interactivity. With these formats, learners can view animated demon-

strations, get immediate feedback on assessment questions and dig deeper into areas of primary interest for linked supplemental information. Today’s sophisticated conferencing and networking capabilities allow learners to participate in discussion groups for case studies or problem-based learning, and ask questions during the presentation.

Teleconferences led by subject matter experts also can be an effective training technique. Typically the calls include 30 minutes of lecture by the expert,



Digital training solutions allow learners to view animated demonstrations.

Instructional Design: A clear choice.

In today's complex business world, companies rarely have the staff or resources to develop their own effective training programs. Instead they call the professionals at CRD to produce learning systems tailored to specific needs.

At CRD, we understand and apply established theories of instructional design and adult learning.

We take the time to listen to your needs and understand your organization's current and future culture. Through observation, one-on-one interviews, focus groups and surveys, we analyze your situation and develop realistic, attainable goals to achieve the results you want.

We address key questions like *Who are your learners? How much knowledge do they already have? What do they need to be taught? What are the specific goals of the instruction?* Answers to these questions provide us with an instructional framework.

We apply a systematic approach to design, develop, and implement effective and efficient training programs. We make sure your employees retain what they learn and apply their new skills and knowledge on the job. From inception to completion, we create workplace educational experiences that maximize human learning and improve performance.

When it comes to training, the choice is clear. CRD offers you the *best* in instructional design.

To learn more about the many ways Creative Resource Development can benefit your company, contact us today at **877-692-5146**.

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Reply Card



- Please contact me to discuss design of customized training programs.
- Please contact me regarding team building/training programs.
- Please correct my name/address as listed below.
- Please add the names below to your mailing list to receive future newsletter issues.
- Please remove my name from the mailing list.

Name and Title _____ Company _____

Address _____

City/State/Zip _____ Phone _____ e-mail _____

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followed by 30 minutes of question and answer time. Learners can download slides in advance and view them during the call. Because participants learn interactively from field experts, teleconferences are particularly valuable in achieving knowledge acquisition and critical thinking skills. Since learners connect by phone, they're one of the most cost-effective formats available.

Meetings, whether offered on a national or regional level, also represent opportunities for cost-effective training. "Piggy-backing" a training workshop at the start or end of an industry or company meeting can increase your chances of getting participants to attend, while decreasing travel expenses. Meetings provide the opportunity to deliver consistent training messages, open Q & A sessions and peer coaching. Attendees leave with a clear understanding of the day's discussions while keeping the amount of time they are removed from the field to a minimum.

"To be successful, sales reps have to spend the majority of their time talking with people in the field," says Challey Byrnes, Medical Affairs Training Manager at AstraZeneca. "The challenge today is to use the limited time they have available for learning as efficiently as possible. Each training intervention we use is designed to maximize learning and productivity."

Whether the training materials hit the mark or not, is obvious in bottom line performance.

"Good training should have an impact," says Byrnes. "It should improve productivity or help an organization achieve its goals. Today's training has to be immediately applicable and produce significant results that can be followed straight through to the bottom line."

Returning once again to our new product example, one bottom line result would be the revenues generated after a year of market penetration. An initial investment of \$50,000 to properly train and

motivate your sales staff has resulted in first-year sales of almost \$10 million.

Significant bottom-line results? You bet. Worth the initial investment in training? Absolutely.

"Real solutions provide real results," says Hanson. "We can be creative and flexible in terms of designing training programs to meet our clients' specific needs and budgets. But the outcome must always be the same. Our bottom line is to deliver results for your bottom line.

"We achieve that," she adds, "by following proven instructional design technique, applying cost-effective best practices based on years of industry experience, and creating customized solutions that genuinely meet the needs of learners in your organization."

For more information on cost-effective customized instructional design solutions that could improve your organization's bottom line, call CRD at **877-692-5146**.

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