

Why Customize?

Why customize training? Why not send employees to a public seminar or bring in a commercially-available training class?

There are three main reasons why customized training is better than off-the-shelf training:

- Participant time savings
- Training effectiveness
- Training credibility/reputation

Participant Time Savings

When was the last time you went to a training class and said afterwards, “They could have done that in half the time.” If you’re like most people attending most training, you’ve more than likely said that after EVERY training class you’ve attended.

The fact is, generic training MUST include a wide range of topics in order to address everyone in the class.

It is estimated that at least 75% of generic training time is wasted because any given piece of the training is relevant to only a small percentage of attendees. If the content is not of particular need to you, you’ll simply wait until the next nugget comes along.

My friend just attended a management class on interviewing and hiring. In the class were participants from many industries and types – high tech, retail, blue collar, education, etc. Each participant had unique needs (hiring a retail clerk is NOT the same as hiring a computer sales director!) and BY design, the training tried to hit everyone. Because of this, the company paid not only the \$199 registration fee for my friend to attend, but also spent approximately \$360 on a full day’s salary when $\frac{3}{4}$ of the day (\$270!) was wasted.

Customizing training allows you to reduce the time that participants are in training and away from their jobs. Training costs less and work doesn’t suffer.

Training Effectiveness

Off-the-shelf-training is designed for the masses. Examples that are used in the training must be “translated” by the participant in order for participants to apply what they learned. A well-known sales training company (you’d recognize the name) uses an example of selling industrial lighting to illustrate its models and techniques. That’s fine if your company happens to sell industrial lighting! If you sell computers or heavy machinery or insurance, the sales concepts must be translated to your industry, to your company, and to your sales department. This is ESPECIALLY true for participants who are less than enthusiastic about being in training since they may be less motivated to figure things out on their own.

Customized training is *translated* training; concepts and models are relevant to the people you're teaching. Skills and knowledge are IMMEDIATELY applicable.

In addition, by embedding your company's products, services, policies, practices, resources, and culture, you indirectly reinforce important skills and knowledge. Customized training is doubly effective when compared to generic training.

Training Credibility/Reputation

Training that is less than effective breeds contempt in employees. When participants leave training grumbling that 75% of the time was wasted or that they weren't sure how to apply the concepts to their jobs, those participants are not going to want to waste any more of their valuable time attending future training. Disgruntled participants will undoubtedly tell others about their poor experience. Pretty soon, training has a reputation that's difficult to turn around.

Training that is targeted, focused, and relevant not only increases performance, but also boosts the reputation of the positive effect that training can have on individual performance and the organization's bottom line. Good training increases the respect for training.

Customization Without the Cost, Time, or Need for Expertise

If customized training is the way to cut wasted time, increase the effectiveness of the training experience, and increase respect for training, why isn't everyone doing it? There are three main reasons why customization isn't the norm:

- Cost – It takes effort to customize training and effort costs money.
- Time – Designing and developing training from scratch takes time; if training is needed in two week, there's not enough time to build it from scratch.
- Expertise – Designing and developing customized training requires subject matter expertise (in sales, plumbing, computers, or whatever the subject) AND instructional design expertise (adult learning, learning styles, media, assessment, etc.). It's difficult to find all that expertise in one person – or even in a training team.

Save \$1000-\$27,500 in Training Costs

It is estimated that it takes up to 100 hours to design and develop 1 hour of training from scratch. If you know the subject matter and have an instructional design background, you may be able to develop one hour of quality training in as little as 25 hours.

Using Entelechy's customizable modules and courses as springboards will save you AT LEAST 50% of your design and development time and in most cases much more. In fact, we GUARANTEE IT!

Entelechy's Training WORKS!

It's not just the cost savings that you get when you begin with Entelechy's customizable modules. You also get **piece of mind** knowing that these modules WORK! These are the same modules we've be using ourselves in our customization business. For example, when one of our clients requests a coaching class for sales managers, we turn to our *Coaching for Performance* course.

Entelechy is so good at creating and refining courses that OTHER training companies come to Entelechy to have US build THEIR training! It's because of our mix of **business knowledge and training expertise** that allows us to create and refine the best training in the industry.

Tested, Used, and Refined

These modules work because they've been used and refined. Every time we customize a module or program for a client, we find one or two new ways to present a concept or conduct an activity. What you're getting are well-designed modules that have been tested, refined, and used in a variety of ways over thirteen years.

Entelechy's customizable training modules are engaging, interactive, and instructionally sound. Most importantly, our training design ensures that the training results in the performance improvements you desire.

Experiential Activities

Entelechy uses a variety of experiential activities to introduce and reinforce concepts. Role-plays and fishbowl demonstrations allow participants to see and experience concepts in action. Where appropriate, we use participants' own examples and scenarios to illustrate concepts. Facilitated problem solving sessions and discussions help participants interpret and apply concepts to their day-to-day decisions and activities.

You Get the Complete Package

You're not just buying a training module; you're buying a complete set of training materials.

Participant Guide

Each participant is provided a participant guide to aid the learning process. The purpose of this guide is to help participants learn the material in class. While the participant guide can serve as a post-training reference, we recognize that most executives will not use it for reference. Therefore, we also provide job aids.

Job Aids

Each module includes job aids that reinforce important concepts in a concise, easy-to-read format. These job aids are provided in a size that fits most time management systems such as DayRunner; they can be customized depending on your needs.

Facilitator Guide

Entelechy creates a comprehensive facilitator guide that provides the detail and background necessary for instructors to deliver a quality program consistently from delivery to delivery and from instructor to instructor. This feature also allows you to easily distribute delivery responsibility as you see fit.

Some of the features of the facilitator guide include:

Overhead Thumbnail: Instructors see a miniaturized version of the overhead they are supposed to display; the overhead is found in the accompanying PowerPoint file.

Participant's Guide
Communicating Effectively

Six Behaviors that Discourage Communication

Behavior	What It Looks/Sounds Like
Judging	
Superiority	
Certainty	
Controlling	
Manipulating	
Indifference	

Communication is a two-way exchange of ideas, information, and/or insight.

Which of the elements from *What Do Employees Expect From You* can be affected by communication?

What does this mean for us as managers, supervisors, and team leaders?

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Overhead Number: In addition, instructors see the number of the overhead they are to display; this facilitates using electronic displays.

Icons: Used to provide “at-a-glance” information about what to hand out, what page participants should be on in their guides, length of activities, etc.

Purpose Statement: The purpose statement defines the intent of this section. It explains the “why” behind the “how.”

Detailed Instructor Directions: The guide provides enough detail for a novice instructor to deliver the training effectively with minimal preparation. The detail also helps ensure consistency. In addition, the guide follows a consistent template: Sentences to paraphrase (dialogue) are italicized; questions to ask are bolded and italicized; answers begin with the underlined word Answer(s); all information is grouped logically, sequentially, and is numbered.

White Space: The right-hand column provides writing space for instructors to capture their own thoughts and make notes; this encourages ownership and increases instructional effectiveness.

Facilitator's Guide	Communicating Effectively
   	<h2 style="text-align: center;">Six Behaviors that Discourage Communication</h2> <p>Purpose: Effective managers and supervisors avoid these behaviors which tend to discourage communication.</p> <ol style="list-style-type: none"> Refer participants to Page 2-5 of their guides. Define communication as a two-way exchange of ideas, information, and/or insight. Point out to participants that many of the expectations in the <i>What Do Employees Expect From You</i> survey involved some form of communication from you to your employee, or solicitation of a communication back from that employee. <ul style="list-style-type: none"> > <i>What does this mean for us as managers, supervisors, and team leaders?</i> > <u>Answer(s):</u> We must not only communicate, but encourage communication from employees. Briefly discuss the six behaviors that discourage communication. (These six behaviors come from Dr. Jack R. Gibb in his book, <i>Trust: A New View of Personal and Organizational Development</i>). OPTIONALLY: For each behavior, ask participants what the behavior looks like (non-verbals) or sounds like (tone, verbals) and flipchart the responses: <ul style="list-style-type: none"> ◆ Judging: Evaluating and discounting other people's ideas; implying that their ideas are wrong, or their perceptions invalid. ◆ Superiority: Communicating a feeling of arrogance or confidence at the expense of the other person; implying that the other cannot possibly be right because of obvious inadequacies compared to you or your position.
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Options: Entelechy is fully capable of meeting the client’s formatting requirements; we realize that each organization has its own style and preferences including double-sided printing, embedding participant guide pages in the facilitator guide, etc.

Other Facilitator Materials

In addition to the facilitator guide, Entelechy creates PowerPoint slide presentations for each module to act as an instructional vehicle for conveying key points. Additionally, handouts, assessments, and other instructional materials may be included.

Actually, you get MORE than a complete package!

In addition to the materials, you're buying the right to customize and deliver the training as much as you want WITHOUT PAYING a royalty fee or license fee.

Use the training as you see fit. Clients have taken the Entelechy's modules and used them in a variety of interesting ways that **met their needs**:

- Created WBT using the content and the graphics.
- Taken text to include in their company newsletter.
- Conducted brown-bag lunch refreshers.
- Conducted webinars using the PowerPoint presentation.
- Provided refresher training to those needing extra help.
- Mentored new hires without waiting for a critical mass to conduct a class.
- Embedded the skills training with other training such as product training.
- Taught managers how to teach their staff on their own.
- Created a corporate university – for THESE prices, even the most frugal training organizations can equip themselves with THEIR VERY OWN training curricula.

There are only two restrictions on the use of Entelechy's programs:

- You can use the training for your company employees only. Contact Entelechy if you want to train your distributors, contractors, or other non-company personnel.
- You cannot sell, license, give away, or otherwise transfer Entelechy's intellectual property to others outside the company. The agreement that you have with Entelechy is a site license (without upgrade charges!)

Note: If you are a training company or consultant and want to use Entelechy's customizable training for YOUR clients, please [contact us](#).

Can I Customize?

Customizing training – when you have the right materials, guidance, and background – is easy. Entelechy's customizable training modules and courses are the perfect springboard for you to create your own customized training. They were made with customization in mind and in many cases actually point you to areas that would benefit from your custom content.

Entelechy also provides you with our Customization Guide that provides you with handy tips and techniques including working in the template, what to do if you're short on subject matter expertise, and what to do if you're short on training design/development expertise.

Of course, we're always a phone call or email away should you get stuck or have questions. For a nominal per-incident fee, you can tap directly into Entelechy's staff.

Customizing the training yourself saves your company money. More importantly, however, the resulting training is more effective and more impactful than any training can be off the shelf. We have a saying at Entelechy, "Generic training produces generic results."

I'd Like Entelechy to Customize

If you like what you see but just don't have the resources or time to do the customization yourself, Entelechy can help. Fully 95% of Entelechy's revenues come from our customization services! That's because many clients draw on Entelechy's experience and rapid prototyping development approach to customize their training for them. Simply put, our staff can customize training better, faster, and less expensively than most designers and developers – we have to since it's all we do!

Entelechy offers a complete set of training and performance solution services including:

- Job definition and competency development.
- Needs analysis (business needs, performance needs, training needs).
- Program design.
- Skills and knowledge assessment development.
- Materials development (including template design and development).
- Pilot training and revisions.
- Train-the-trainer certification.
- Supervisor/mentor training.
- Performance support (job aids, online information access, etc.)
- On-going delivery.
- Editing, formatting, and production.

In short, we augment your training department staff in ways you never thought possible.

In addition, we work from Entelechy's programs OR we can work from YOUR programs. We can combine the best of your current training with Entelechy's training (or vice versa). We can enhance the instructional integrity of your existing training. We can even create from scratch!

Since customization is all that we do, Entelechy is fast and competitively priced. Your staff is freed up to work on projects they do best.



Contact us for a free consultation. No pressure. No hassles. Don't let a lack of capacity or capability stop you from getting the most effective training possible!

Contact Entelechy, Inc.

For direct response to your specific customization questions, contact Terence Traut, President, at 603-424-1237, or email him at ttraut@unlockit.com

For general information about our products and services, email info@unlockit.com.