



PLAYBOOK

# Create engagement before, during, and after your internal training!

In March 2022, we asked the same question to 60 Swedish learning experts: "How do you best create engagement before, during and after training?"

This guide is based on their answers.

Engagement is critical for skill development to have the greatest possible effect. And there are many ways to create it. What is your organization already doing today? What can you add? Is there anything you should start or stop doing? Questions to keep in the back of your head as you read the expert tips below.

## Before the training - 13 ways to create engagement

### 1 Make sure it's really supposed to be a training

Are you looking to inform or do you want behavioral changes? If it is the latter, a training is most likely justified.

### 2 Involve management in the entire journey

Hold pre-meetings and involve important stakeholders in the training efforts.



### **3 Set a strategic objective**

What do you want the result of the training to be?  
What knowledge should the participants acquire and what should they do afterwards?

### **4 Identify prior knowledge**

Is it possible to create preparatory activities that even out the knowledge level for better discussions and implementation?

### **5 Do a needs assessment and gather wishes**

Ask participants what they would like to learn and let them give input prior to the training.

### **6 Think about how you create engagement before the training starts**

Communicate, for example, what the participants will get out of the training and/or what managers will gain from their participants completing it.

### **7 Build anticipation**

Make a dedicated invitation by clearly explaining why the training is needed and what participants can expect. Remember the visual elements - this is your chance to make a great first impression. And first impressions last!

### **8 Be clear about the practical**

Explain exactly what will happen during the training and what equipment the participant should have ready - smartphone, laptop, etc. This removes uncertainty that can affect the impression of the training.

### **9 Be clear about what is required to bring about behavioral change and let the change set the design**

The individuals who will attend the training need to know where they are, where they are going and why. Here, many companies work with self-assessments of various kinds, for example 360. But you can also make simpler variants in Google Forms or the like. The course design should have a clear connection to the desired change.

### **10 Increase transparency and identify knowledge gaps**

In leadership development, you can ask employees what their managers should learn. At the same time, ask the managers what knowledge they lack in order to lead their teams well.

### **11 Give employees responsibility for driving their own development**

Put employees in charge of their own learning from the start, for example by setting their personal learning goals. Follow up one, three and five months after the training. The preparatory work is important in order to evaluate.

### **12 Make your courses visible**

Accessibility is key. Make sure to have an open course catalog where everyone can see which courses are available. Then you encourage the demand for training and make room for high commitment.

### **13 Determine the desired effect and follow up**

Decide what changes and what effect you want to see after the training and create metrics.





## Create engagement during your training - 14 goodies

### 1 Set small goals

It is engaging for participants to feel that they are constantly making progress. The big goal is at the completion of the course, but let the participants have a series of sub-goals, for example modules to complete before certain dates.

### 2 Have regular minor knowledge checks

Here, many people work with different types of quizzes.

### 3 Constantly give positive affirmation

People are motivated by praise. To maintain commitment in the training, encourage participants along the way. Work with automated emails or text messages that go out when the participants have finished with various modules, etc.

### 4 Free up time

Setting aside time for your employees to learn during working hours is an important yet often overlooked factor.

### 5 Focus on joy

Happy participants learn more and faster. Attending courses should feel fun even if the subjects are serious. Sometimes it can be as simple as a funny meme or an animated gif - the possibilities are many!

### 6 Use Micro Learning

Learning in smaller doses can be extremely effective, above all concerning training where behaviors are to be reinforced or changed...

### 7 Don't underestimate the coffee break!

Magic often occurs during the coffee breaks in training courses. If the training is online, insert a digital break. And why not send the participants something tasty in advance for extra satisfaction? Maybe a cinnamon roll and a coffee or similar.

### 8 See the individual

Confirm and strengthen! Give participants the right tools, support and autonomy and you will strengthen motivation and commitment.

### 9 Offer a mentor or "buddy"

Many trainings have buddy or mentor systems in place. Being able to share knowledge with each other usually boosts commitment and learning.

### 10 Make learning routine

Help create a plan to continue using new knowledge and reinforcing new behavior.

### 11 Think agile

Develop the learning process agilely and adapt the methodology according to need.

### 12 Vary the learning models

A variety of learning models provides the right conditions for everyone's learning. You can, for example, experiment with video, texts, images and sound files. Video is incredibly effective for conveying knowledge, but audio is also becoming popular as it requires less work and participants can listen on the fly in their headphones.

### 13 Discuss along the way and dig where you stand

Use cases and content from your business as a basis for discussions during the training. That way, the theory becomes more concrete and relatable.

### 14 Review the gap between old and new knowledge

How can you support and promote learning linked to the gap?

## Keep the engagement up after your training - 7 tips for continued success

### 1 Follow up and mentor

Prioritize follow-up and feedback to reinforce desirable behaviors. Follow up effect, purpose and goal some time afterwards. Examine at regular intervals how things are going and how the knowledge is being used. For example, one, three and five months after the training.

### 2 Contemplate more

Self-assessment is important for both participants and managers, and it doesn't have to be so complicated. Here, the simple model "start, continue, stop doing" can be advantageously used together with "what have I learned?"

### 3 See what needs the managers have after the training

Evaluate the effort from the manager's perspective to reinforce competence, movement and desirable behaviors. What went well? What could have gone better?

### 4 Offer recess and repetition

It is good to repeat knowledge from training courses at regular intervals and to gain in-depth knowledge. Here, workshops and discussion forums can be used to arouse and keep commitment alive. But if it's not in the calendar, there is a high probability that it won't happen.

### 5 Keep track of the development with follow-up meetings

See progress and face obstacles. As a manager, you can, for example, discuss the training in 1-to-1 meetings or development meetings.

### 6 Send a feedback survey

When you send a survey, the participant needs to reflect on what he/she took away from the training and put it down in writing. It can boost both the facilitator and the participant's continued learning journey.

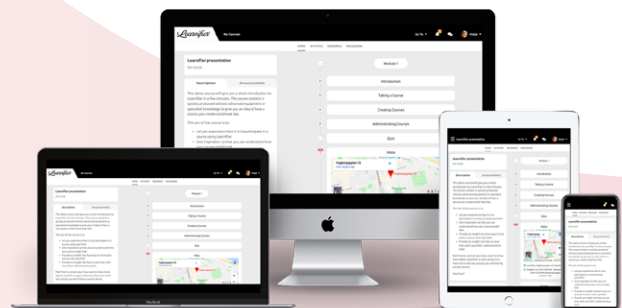
### 7 Wrap up and celebrate

A completed training is an achievement and regardless of whether you are remote or on site, it should be celebrated - preferably together with the other participants. Take the opportunity to make the meeting a final learning session where the participants can share their main takeaways with each other.

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