Embedding training into practice

Bringing learnings into the workplace

What happens in the workplace before, during, and after training strongly influences how effectively workers (kaimahi) can apply their learnings from training into practice. Workplace culture, leadership, and intentional change management all enable successful training outcomes. This factsheet gives organisation managers and leaders practical tips on creating the right environment and supports for kaimahi to integrate new knowledge and skills into their practice and sustain the changes.

A positive culture and collaborative approach promotes success

An organisation culture of openness, responsiveness, and transparency around learning and development will enhance kaimahi experience of training and its outcomes. Such a culture is fair and equitable and encourages kaimahi, tāngata whai ora, and others' participation in decision-making and planning for training. A collaborative approach helps to select the right training options that meet and are relevant to tāngata whai ora, whānau, and community aspirations for services, and address kaimahi development needs and preferred learning styles.

Before training – be well prepared

- Carefully select training options based on a good understanding of kaimahi development needs, organisation goals, and kaimahi, tāngata whai ora, whānau, and community perspectives appropriate to the local and cultural context.
- Communicate a clear vision and goals for training, why it is important and the benefits for trainees, other kaimahi, tāngata whai ora, whānau, and community.
- Understand what the training involves and its resource needs from multiple perspectives eg managers, trainees, other kaimahi.
- Understand the training's potential for workplace practices and the supports needed to implement it into practice.
- Agree mutual goals with kaimahi and be clear about any post-training accountability expectations.
- Make use of practical resources like learning agreements.
- Prepare line managers and senior leaders so they can support the training and engage in positive discussions with kaimahi, gather feedback, and provide the resources and supports they will need.

During – support a positive training experience

- Give kaimahi resources and time to become familiar with training activities and expectations.

- Ensure kaimahi feel supported to attend training, such as providing adequate leave, workplace coverage, and reimbursing travel costs.
- Encourage kaimahi to build relationships with other trainees and support them to start and continue participating in existing or emerging networks and groups.
- Regularly check in with kaimahi to identify challenges and address these.
- Prepare line managers and influential kaimahi (champions) to role model incorporating learnings into practice.

After – encourage and enable sustained change

- Seek and respond positively to kaimahi feedback about the supports they need to implement their learnings in the workplace.
- Enable kaimahi to share their experience and new knowledge.
- Actively provide opportunities for kaimahi to practice, use, and reinforce their learnings.
- Ensure kaimahi and teams are resourced and supported to implement learnings in the workplace.
- Set implementation goals in individual work and development plans and other business as usual processes.
- Provide kaimahi with access to relevant professional supervision, coaching, mentoring, and networking opportunities to help embed their learning into practice.
- Evaluate training usefulness and monitor progress towards integrating and sustaining changes.
- Use continuous improvement approaches so key learnings are identified, understood, and integrated into future training plans.

Further reading

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