



# OFA TRAINING

**Welcome to today's webinar.  
We will begin shortly.**

**For audio, please make sure  
to also join the call.**

**DIAL-IN HERE**

# WELCOME TO THE PROGRAM: OUR GOALS

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- 1 Understand** the role that a training manager plays at a progressive organization, and the strategic goals of a training department
- 2 Be able to** start developing training modules, designing learning journeys, and managing training programs
- 3 Feel confident** using adult learning theory to manage meaningful and exciting learning experiences







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## Pair and Share



5 MINUTES



What do you hope to get from  
this Fellowship?







# Pair and Share



5 MINUTES



Press 1 on the phone

OR



Type in chat box



# OUR LEARNING JOURNEY

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- TWICE A WEEK LIVE WEBINARS
- WEEKLY ASSIGNMENTS
- CHICAGO PRACTICUM

CLASS CALENDAR

BOOKSHELF





# LOGISTICS



We will meet for 75 minutes



This is an **interactive training**. We have time allocated for questions. Please press 1 on your phone, or use the chat!



A recording of this video and call will be available following this meeting



It's cool if you Tweet --  
**#OFA**Fellows





# YOUR ROLE AS A TRAINING MANAGER

W/ ASHLEY PINEDO





A woman with brown hair, Ashley Pinedo, is smiling and speaking into a black microphone. She is wearing a sleeveless top with a colorful chevron pattern. A name tag is pinned to her top. The background is a blue wall with the word "ACTION" repeated in white boxes. There are also some handwritten notes and a hashtag "#PiedraDelCambio" visible on the wall. The image is framed by a white border.

# ASHLEY PINEDO

National Training Director



# GOALS FOR TODAY

---

- 1 Understand** the role of training at a progressive organization
- 2 Be able to** assess/analyze organizational needs and propose training solutions
- 3 Feel comfortable** advocating for training solutions to help meet the strategic goals of the organization





# AGENDA FOR TODAY



- 1. Why Training**
2. Training as a Solution
3. Solving the Problem
1. Debrief and Close





# Your Turn!



5 MINUTES



From your experience, what are the responsibilities or main goals of a training department?



Press 1 on the phone

OR

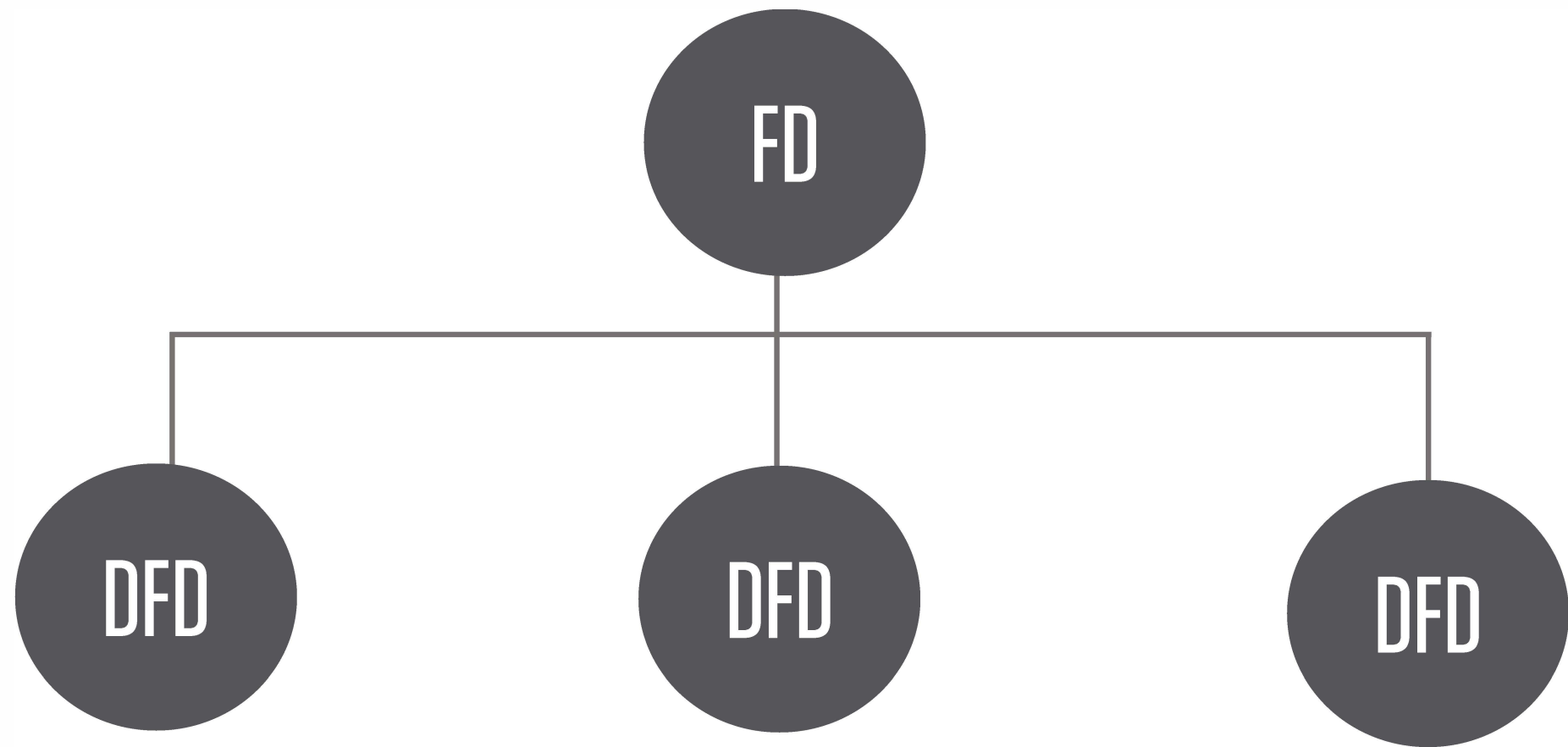


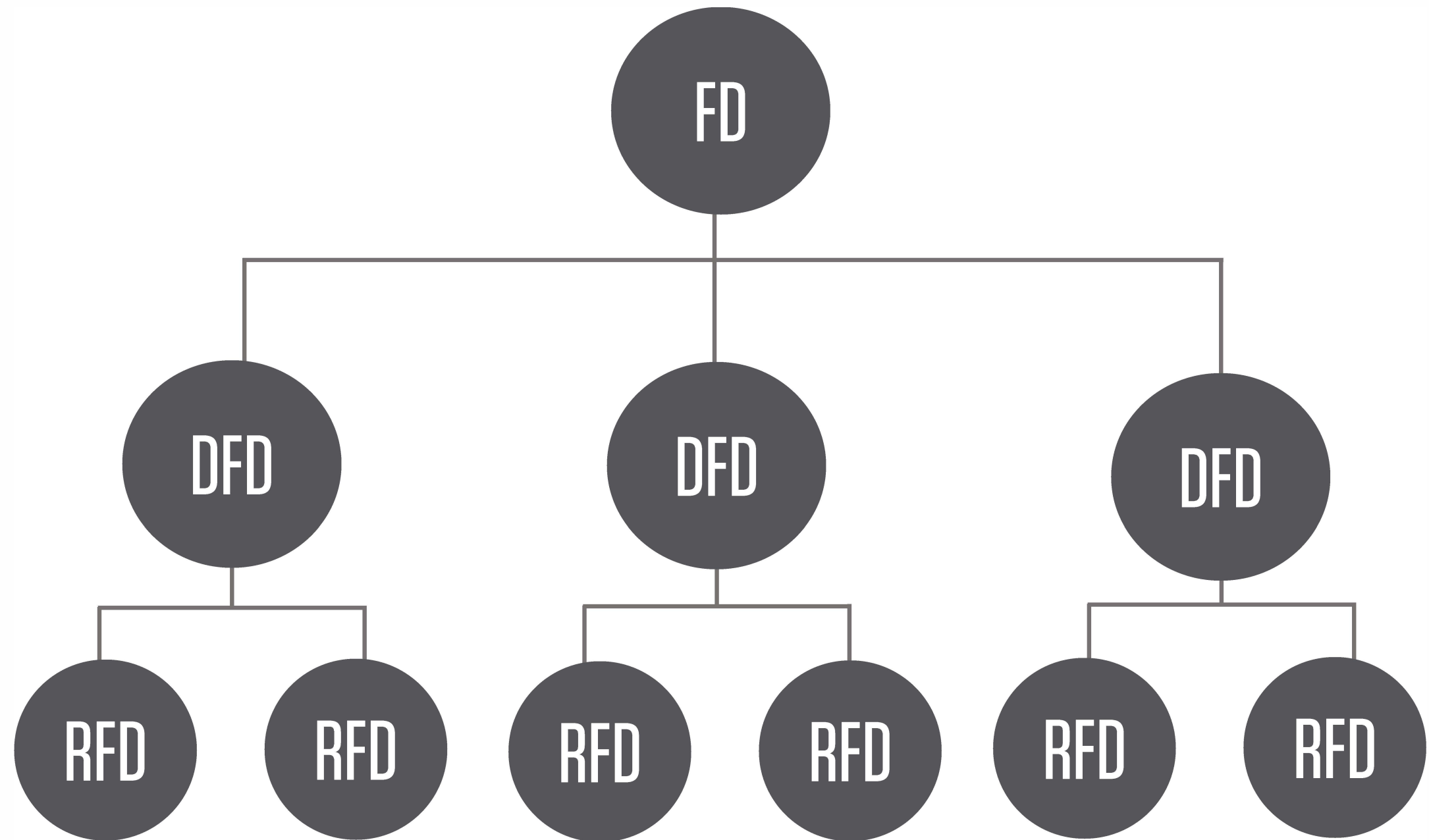
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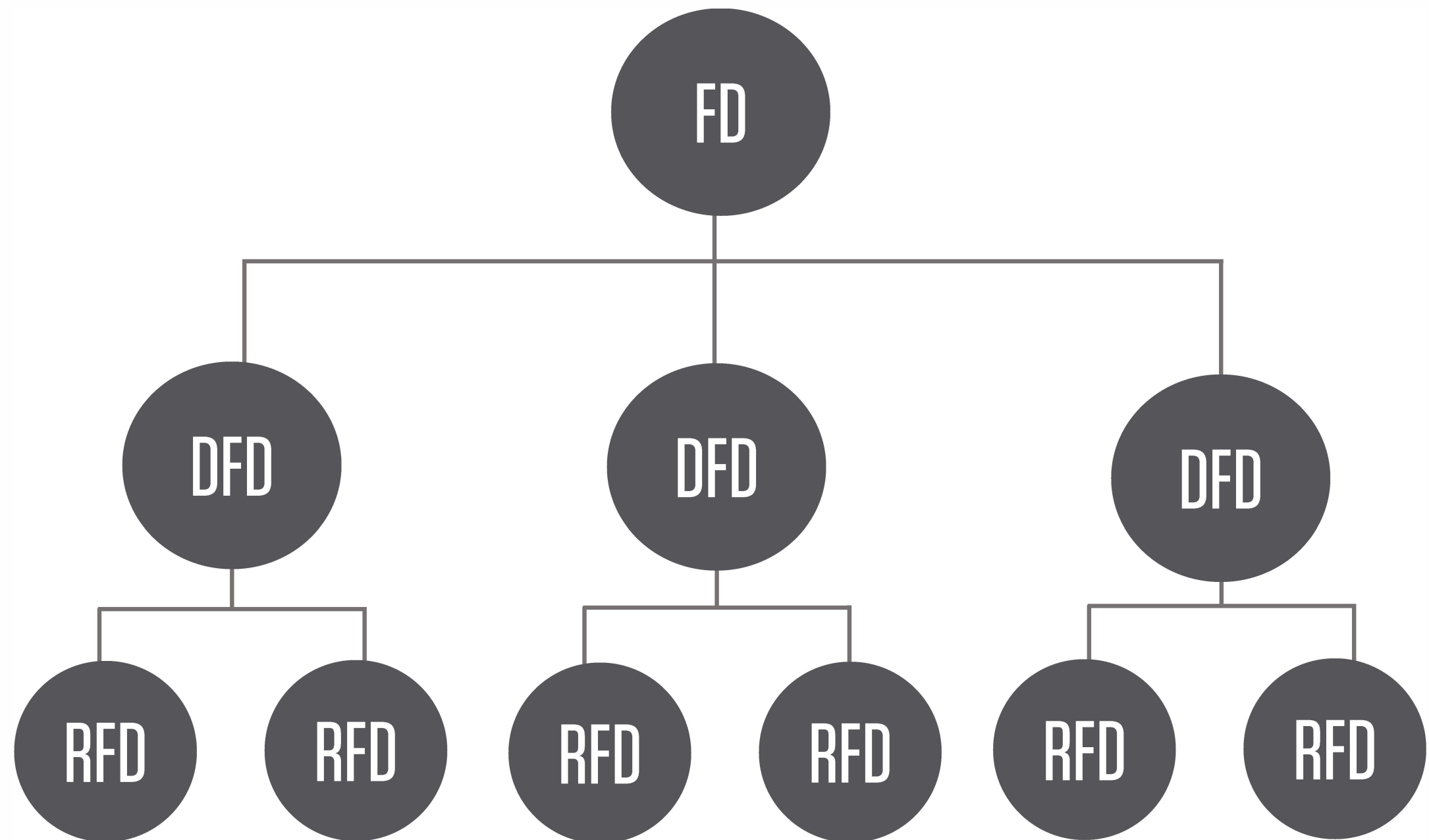












## What happens w/o a training department?



# Key Goals of a Training Department

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Build a consistent curriculum for the organization.



# Key Goals of a Training Department

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Build a consistent curriculum for the organization.

Work directly with other departments to help meet the goals of the organization.





# Key Goals of a Training Department

---

Build a consistent curriculum for the organization.

Work directly with other departments to help meet the goals of the organization.

Help bring on added capacity – staff or volunteers.



# AGENDA FOR TODAY



1. Why Training
- 2. Training as a Solution**
3. Solving the Problem
1. Debrief and Close





# Diagnosis and Treatment





# Types of Performance Problems

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## CONDITIONS PROBLEM

- Access to necessary tools to meet goals



# Types of Performance Problems

---

## CONDITIONS PROBLEM

## ATTITUDE PROBLEM

- Team members underperform because they are not bought into the mission or vision of the program or organization



# Types of Performance Problems

---

## CONDITIONS PROBLEM

## ATTITUDE PROBLEM

## TRAINING PROBLEM

- There is a pattern of team members lacking specific skills to meet goals
- Team members were trained on problem previously, but problem persists
- Preventive solution







# Your Turn!



## Experiential Activity #1 8 Minutes

1

Read four scenarios, which present management problems at fictional non-profit, Climate STRONG.

2

Determine what type of management problem each scenario presents and how training can help solve the problem

[ACCESS WORKBOOK](#)





# Pair and Share



Experiential Activity #1

## DEBRIEF



Press 1 on the phone

OR



Type in chat box



A photograph of a meeting room with people seated at tables. In the foreground, a man in a blue and white checkered shirt is seen from the side, raising his right hand. The background is slightly blurred, showing other participants and large windows. A semi-transparent grey box with a vertical line on its right side is positioned behind the text.

# What questions do you have?

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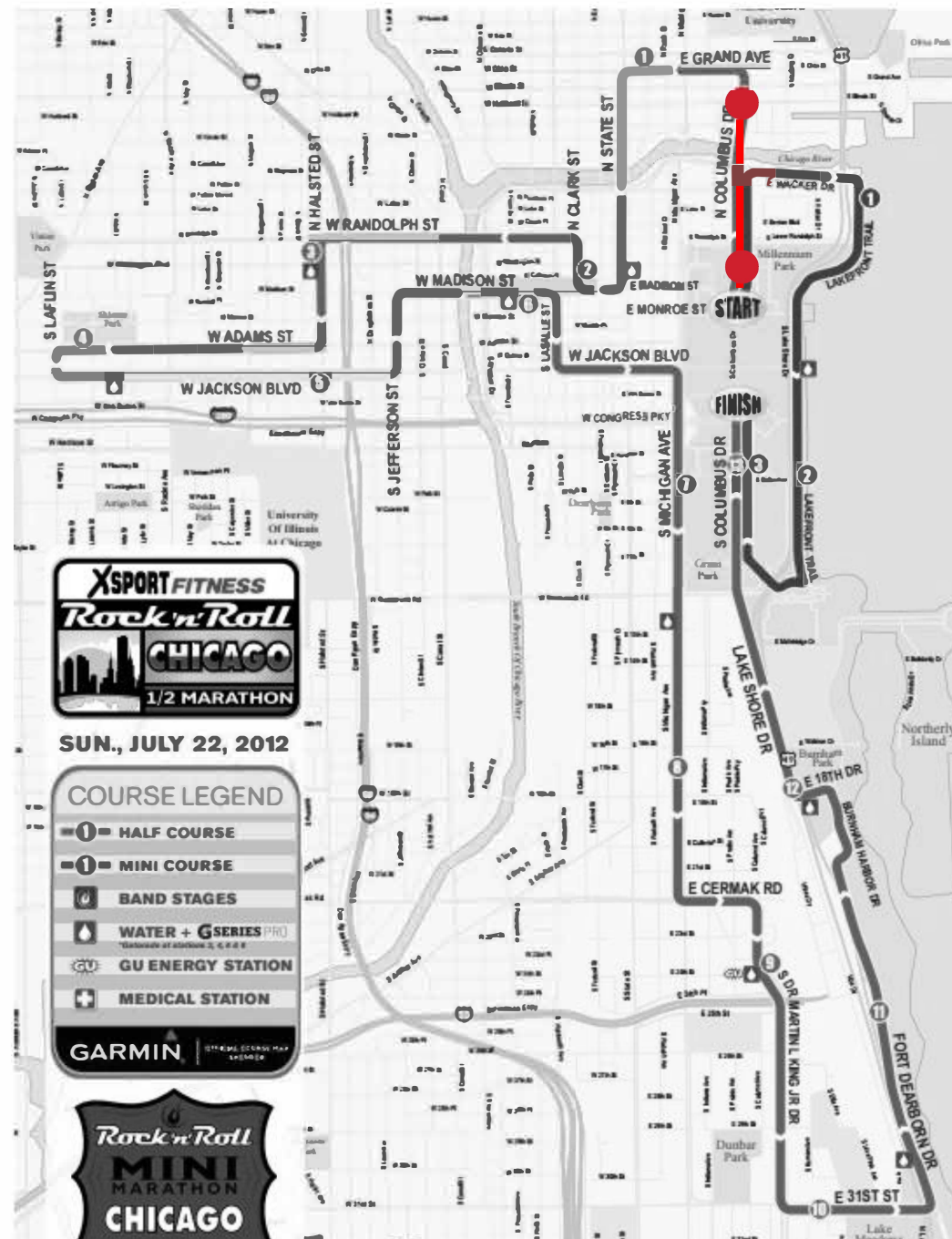
# Narrowing the Problem



Learning is incremental.



# Narrowing the Problem



Learn where your learners are and trace a journey that takes them from point A to point B.





# Needs Assessments: Definition

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A series of questions designed to understand what learners know and don't know, and thus what they need training on.



# Needs Assessments: Purpose

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**Identify a problem and  
form a hypothesis.**

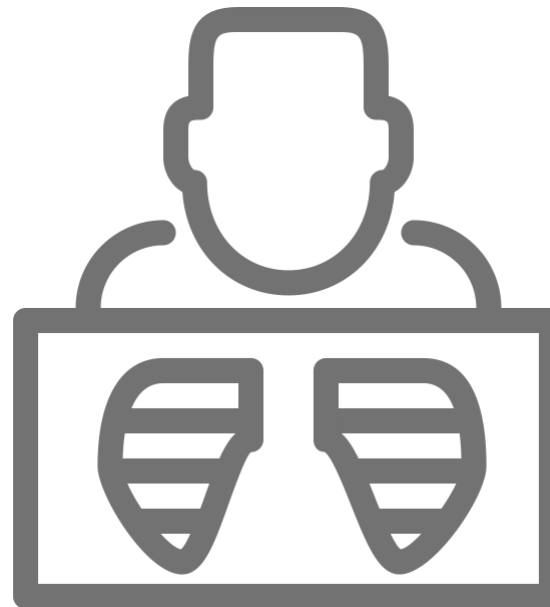


# Needs Assessments: Purpose

---



**Identify a problem and  
form a hypothesis.**



**Test your hypothesis  
and form a more  
specific diagnosis.**

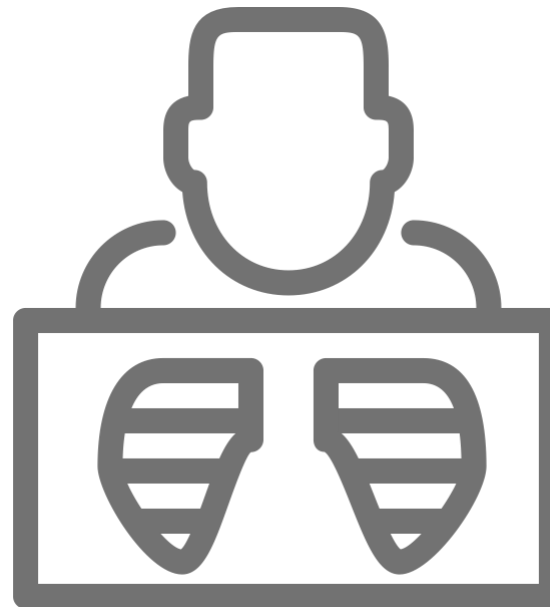


# Needs Assessments: Purpose

---



**Identify a problem and  
form a hypothesis.**



**Test your hypothesis  
and form a more  
specific diagnosis.**



**Recommendation  
based on results.**



# Needs Assessments: Purpose

---

**Training Manager identifies a problem and forms a hypothesis.**

**Needs assessment sheds light on hypothesis – confirms or refines.**

**Design training as a direct solution to the problem.**





# Needs Assessments: Format

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A photograph of a meeting room with people seated at tables. In the foreground, a man in a blue and white checkered shirt is seen from the side, raising his right hand. The background is slightly blurred, showing other participants and large windows. A semi-transparent grey box with a vertical line on its right side is positioned over the upper part of the image, containing the text "What questions do you have?".

# What questions do you have?

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# Your Turn!



Experiential Activity #1  
5 Minutes

Thinking about your training problem at Climate STRONG, what questions would you ask participants to determine what your training will cover/focus on.

**ACCESS WORKBOOK**





# Your Turn!



Experiential Activity #1

## DEBRIEF



Press 1 on the phone

OR



Type in chat box



# AGENDA FOR TODAY



1. Why Training
2. Training as a Solution
- 3. Solving the Problem**
  1. Debrief and Close



# Training Solutions

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Module

Journey

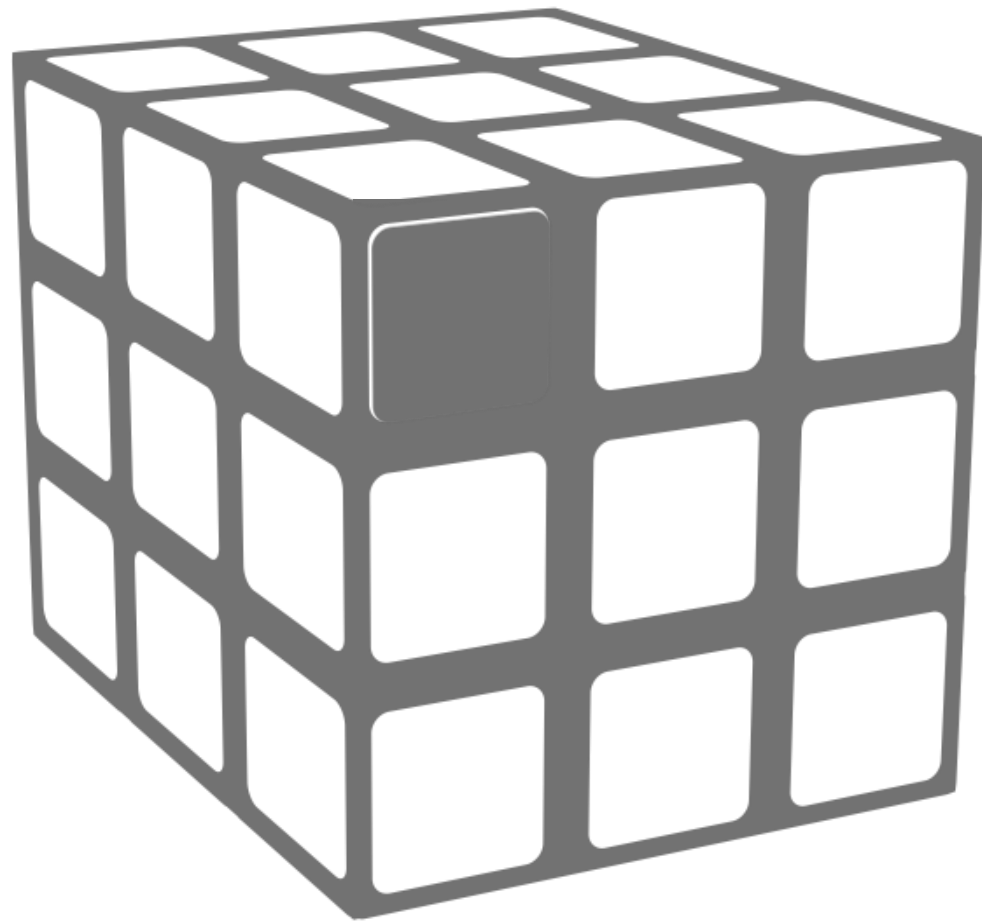
Program





# Training Solutions: Module

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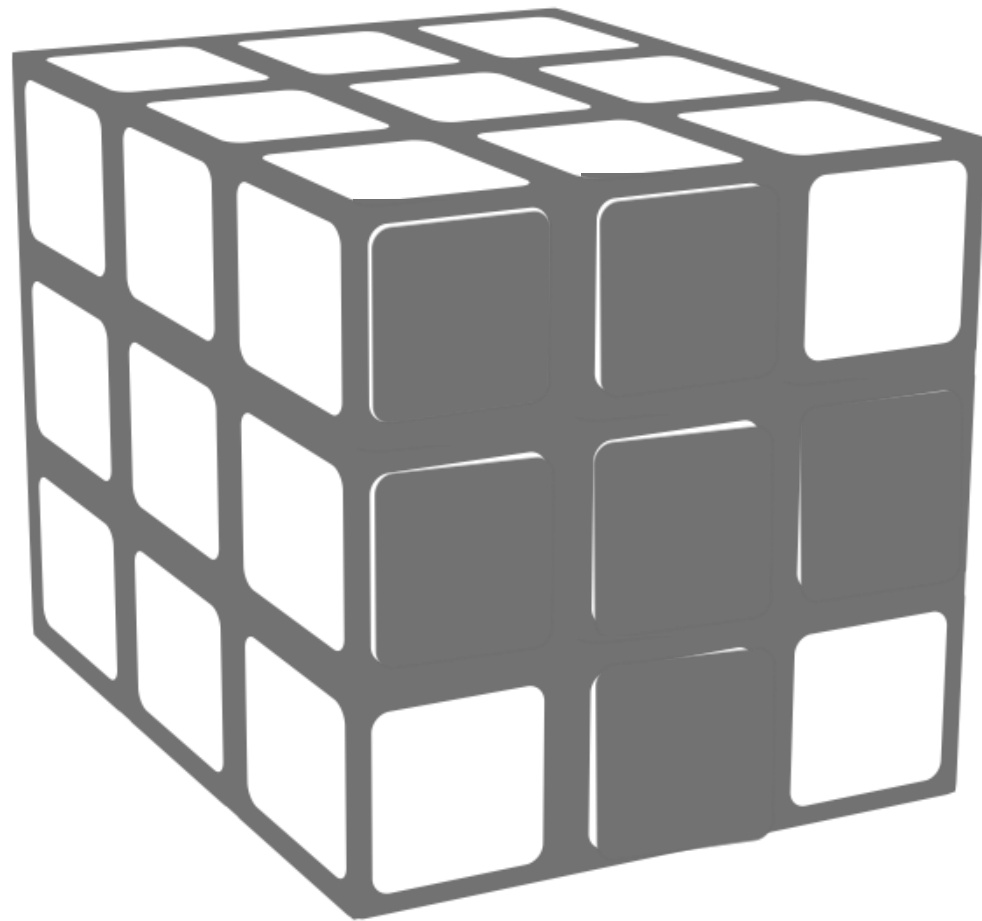


- ONE SKILL
- ONE CONCEPT
- 60-75 MINS



# Training Solutions: Journey

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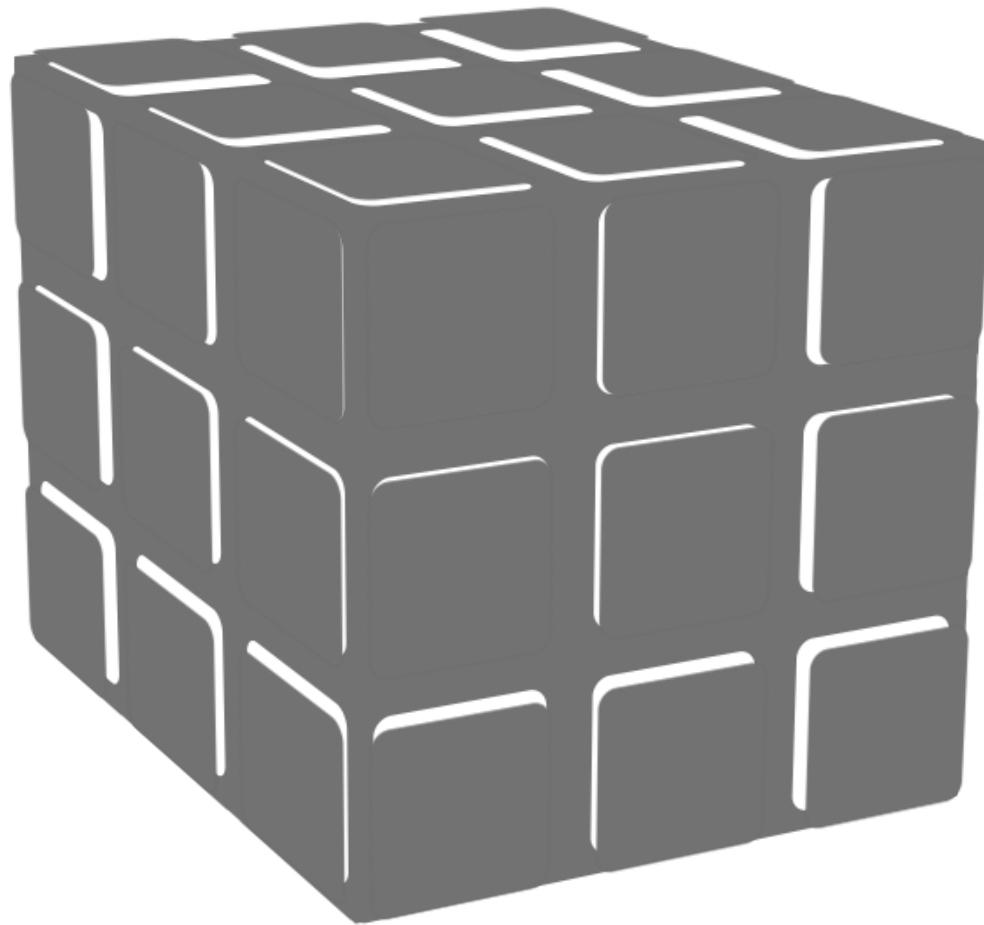


- SEVERAL SKILLS
- BUILD ON ONE ANOTHER
- 4 TO 6 HOURS (4-6 MODULES)



# Training Solutions: Program

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- **CLEAR LEARNING PATH**
- **REPORTING AND ACCOUNTABILITY**
- **MORE THAN JUST TRAINING**



# AGENDA FOR TODAY



1. Why Training
2. Training as a Solution
3. Solving the Problem
- 1. Debrief and Close**



# Debrief

---



#OFAFellows

Using #OFAFellows, Tweet your biggest takeaway



# GOALS FOR TODAY

---

- 1 Understand** the role of training at a progressive organization
- 2 Be able to** identify training problems and use needs assessments to narrow down training problems
- 3 Feel comfortable** advocating for training solutions to help meet the strategic goals of the organization





# KEY TAKEAWAYS

---

Training departments develop educational programs that enhance the ability of other departments to meet their goals.

Training Managers identify skill gap problems that can be solved through trainings: modules, journeys, programs. WE DON'T JUST TRAIN FOR THE SAKE OF TRAINING.

It is the responsibility of Training Managers to help key decision makers understand the value of training as a management solution.



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WEDNESDAY

7:30 PM CT

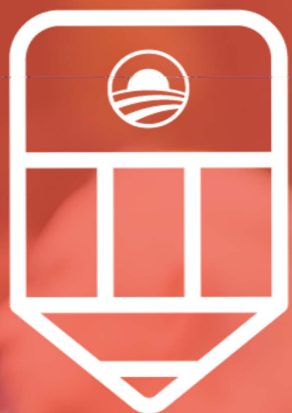
# Adult Learning Theory

W/ Ashley Pinedo

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webinar.**

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including a video and audio  
recording of the webinar on the  
bookshelf.**

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