

Manager Checklist: Supporting Employees Before, During, and After Training

Often, employees attend training (instructor-led classroom training as well as online courses) with little to no follow-up from managers. Yet, that follow-up can be just the thing that fosters the learning and ensures the employees positively impact their work through their changed behavior.

This checklist is intended to aid managers in supporting their employees before, during, and after training with a goal of maximizing positive outcomes.

✓	Manager Activities BEFORE Training	Notes
<input type="checkbox"/>	Find out the course topic, goal, learning objectives, and expected outcomes.	
<input type="checkbox"/>	Determine time commitment required by the employee before (e.g., pre-work) during, and after (e.g., assignments and application to the job).	
<input type="checkbox"/>	Meet with employee to ask/discuss: <ul style="list-style-type: none"> • What do you hope to get out of the learning? • In addition to that, here's what I'd like to see ____. • What do you need from me to be able to accomplish this? • What do you need before you attend? During? After? • Let's meet again on ____, after the training, to discuss how it went. 	
<input type="checkbox"/>	Ensure job coverage by a colleague, to allow the employee adequate time to prepare, attend, follow up, and integrate learning into their daily work routine.	
<input type="checkbox"/>	Provide additional support for employee as agreed in the "before" meeting (e.g., assist with pre-class activities or provide information about how your team does something related to the training topic).	
<input type="checkbox"/>		

✓	Manager Activities DURING Training	Notes
<input type="checkbox"/>	Ensure employee's work is being covered so they return ready and able to begin applying what they've learned, without having to put out fires.	
<input type="checkbox"/>	Run interference as needed to prevent interruptions such as phone calls, emails, and texts.	
<input type="checkbox"/>	If training is online and being completed at the employee's desk, ensure there are no interruptions or help the employee find a quiet space to complete it.	
<input type="checkbox"/>	Prepare questions for the follow-up meeting, using those provided in the AFTER checklist as a guide.	
<input type="checkbox"/>		

✓	Manager Activities AFTER Training	Notes
<input type="checkbox"/>	During the follow-up meeting discuss the training, asking questions such as: <ul style="list-style-type: none"> • What impressed you about the training? • What things did you struggle with? • What were the top 3 things you will do differently? • What do you think will be the impact of making these changes? • How can I or others help? • Here's what else I'd like to see ____ . How can you integrate that? • Let's meet again on ____ to check in. 	
<input type="checkbox"/>	Observe employee's change in behavior and use of skills as discussed during your AFTER meeting. Ask for their self-reflections and then provide feedback including: <ul style="list-style-type: none"> • What was effective/what should the employee continue doing? What was the observed positive impact? • What should the employee change or start or stop doing? What is the anticipated different impact? 	
<input type="checkbox"/>		