

## In Changing Times, Effective Training Is Key to Creating A Great Culture

by Ruby Newell-Legner

After weeks in pajamas and sweatpants, it's time to get back to work. New procedures need to be implemented, and staff needs to be trained (or re-trained) on the protocol. As the world begins re-opening, and your employees begin returning to work, it might be time to take a look at the training strategies you have in place.

The rules of society have changed, and how you and your staff respond could have a range of implications. For instance, the COVID-19 crisis has [forced Disney to place signage](#) at its theme parks with warnings that waive the company's responsibility should someone get sick during their visit. This is the new environment into which your staff will emerge from stay-at-home orders, and it will be crucial that they are well informed to deal with customers and members as they go about their daily routines.

Aside from preparing your staff to deal with the current crisis, a culture of learning, curiosity, and ongoing training may also improve retention. Businesses with a strong learning culture enjoy employee engagement and [retention rates](#) around 30 to 50 percent higher than those that don't. Meanwhile, [36 percent](#) of workers and nearly half of millennials would consider quitting a job that didn't provide learning opportunities.

Now more than ever, it is essential to meet with your employees for any training needed before re-opening. First and foremost, you'll want to make sure they feel comfortable returning. But it's also essential that you introduce them to the new skills they'll need to do their job. These could involve everything from clarifying exactly what you expect of staff to instructing them on rule enforcement etiquette, including what to say when social distancing isn't maintained.

A lack of training, however, leads to employees who feel unappreciated in their job, leaving them with a general sense that their work doesn't really matter. At this point, employees either leave or are terminated. While it may seem simple just to replace one worker with another, consider this: hiring someone can cost up to 30 percent of the job's salary for an employee that makes \$40,000 — that could equal around \$12,000 to hire someone new. However, training an existing employee takes far less time and might only cost a few hundred dollars. Even if replacing one employee doesn't sound that bad, consider that for every three employees that need to be replaced, that will equal an entire salary with no real gains.

In the end, the success of your organization depends on your well-trained and reliable staff. If they are to be effective in their jobs, they need to believe in your organization's mission and understand what it will take to execute on your shared core values effectively. A big part of ensuring that's possible lies in establishing a rock-solid culture of continued learning while providing your staff with the tools to deal with the present moment and continue to develop their skills for the future.

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