

# Training Program Implementation Kit

Assessments, worksheets, and templates to  
jumpstart your next training initiative



| Bottom-Line Performance



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**A note from Sharon Boller, President of Bottom-Line Performance:**

## Instructional design is not enough!

I'll bet you were not expecting us to say this. We are an instructional design company first and foremost, so aren't we supposed to sing the praises of sound instructional design?

Don't get me wrong: instructional design matters. Your training program must be designed with the learner in mind for it to change behaviors and enhance performance. But without a well-thought-out implementation plan, even the best learning experiences fail to meet expectations.

This is why, particularly for large-scale initiatives or new technology rollouts, an implementation strategy is just as important as the learning design of the solutions themselves. Up-front thought is needed both before and during the design phase to assess implementation readiness, create a sound strategy, and analyze risks.

In this kit, you'll find simplified versions of the tools we use to help clients plan the implementation of their training initiatives. These materials are typically used as pre-work for a live planning session and can be customized to reflect the specifics of a project.

When used together, these tools help get project owners and stakeholders on the same page and reveal how prepared for implementation the organization really is. I hope this kit helps you think through the strategic and logistical pieces of your next training implementation.



# Implementation Readiness Assessment

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Before you charge full speed ahead into your next training initiative, use our Implementation Readiness Assessment to take a step back and get an honest view of where you currently are. Doing so can help confirm whether a change is really needed at all, clarify stakeholder goals, and reveal any unintended consequences change could bring.

# STAKEHOLDER IDENTIFICATION

Take time to consider who you believe your stakeholders are and the supporting resources required for your project's success. You will compare your responses to others during implementation planning work session.

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Internal Stakeholders <sup>1</sup>	External Stakeholders	Supporting Resources <sup>2</sup>
INSERT NAMES, ROLES	INSERT NAMES, ROLES	INSERT NAMES, ROLES

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**1 Stakeholder:** anyone who has a financial or personal interest that could be affected by implementation of this new initiative. Internal stakeholders are within your company. External stakeholders are outside it.

**2 Supporting resource:** anyone whose support and time are required to make the initiative successful – but who do not have a personal or financial stake.

# IMPLEMENTATION READINESS ASSESSMENT

Assess your implementation readiness. Be honest. Unrealistic optimism is not helpful to you at this stage.

Starter implementation readiness questions	Yes	No
1. Before design or development begins, we rigorously challenge whether we even need a training component.		
2. We have identified all the internal and external stakeholders associated with this initiative.		
3. We agree on the desired business outcomes and performance outcomes the project needs to achieve. Business outcomes are identified as operational results that we can quantify. Performance results are described as behavioral changes – things people do differently.		
4. Stakeholders take ownership of the project and hold themselves accountable for its success. They believe in the project and offer visible support. Be sure to consider external stakeholders, too, if any exist.		
5. We have a compelling case for change or use of our solution that the target employees will embrace or understand.		
6. We can identify how people will benefit from our solution.		
7. We have planned ways to reward or recognize target learners for completing the solution to the desired/required degree of proficiency.		
8. If this new initiative will result in more work, more stress, and different challenges for the target employees, we have identified what those are and are making plans to address them.		
9. We have identified other initiatives that are occurring that may affect people's ability to implement our solution. We have considered people's capacity for change when determining the appropriate timing for this initiative.		
10. We carefully think through the changes this initiative will have on how the people to whom it is targeted will do their jobs, and how they are likely to react to these changes. We have identified transition strategies to help the target employees manage these changes and to manage reactions to change.		
11. We have identified the risks of failure (e.g. the reasons the initiative may not work		

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Starter implementation-readiness questions continued...

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**Yes**

**No**

or may fail) and come up with strategies for minimizing or eliminating these risks.

12. We recognize a need for post-training activities, resources, or messaging to support continued use of the training materials and process.
13. We have an individual within our team who is accountable for creating and executing an implementation strategy.
14. We have provided clear instructions to managers and stakeholders on what actions they have to take to support the initiative and ensure its effectiveness.
15. We have identified the technology and resources required to implement our solution effectively and we have those resources available.

**We do not use a rigid scoring system for this assessment. However, each “No” answer should be documented and generate discussion with your stakeholders and project team.**

# Planning Worksheets

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If you want a good implementation, you're going to need a plan. Use the five worksheets that follow to guide you through risk analysis, change management, communications strategy, and more.

# STRATEGY DEVELOPMENT WORKSHEET

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This worksheet will focus the rest of your planning efforts. Use it to create a clear, compelling description of the effort, the business outcomes that should result, and how these outcomes will be measured.



# Strategy Development Worksheet

<b>Description of effort</b>	
<b>Business outcomes that should result</b>	
<b>How outcomes will be measured</b>	
<b>Project owner/stakeholders</b>	
<b>Supporting resources required for success</b>	
<b>Target audience</b>	
<b>Current performance level</b>	
<b>Desired performance level</b>	

# RISK ANALYSIS WORKSHEET

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At its core, an implementation strategy identifies and minimizes risk. This worksheet will help you think about the barriers that could prevent your training initiative from succeeding.



# Risk Analysis Worksheet

Risk	Strategies for minimizing risk

# CHANGE MANAGEMENT PLANNING WORKSHEET

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If corporate training is really about changing behavior, this also means changing the status quo. Rather than trying to downplay the change, it is necessary to clearly define what is changing and how that change will impact your target audience.

This worksheet will help you identify any resistance you might face when implementing your new initiative and discover ways to minimize it so that the transition is as smooth as possible.



# Change Management Planning Worksheet

<b>What's going to change?</b>	
<b>Why is it changing?</b>	
<b>How is it changing?</b>	
<b>What is the impact of the change on the target audience?</b>	
<b>What type of resistance is likely to occur?</b>	
<b>How do we minimize resistance and help people make the transition?</b>	

# COMMUNICATION PLANNING WORKSHEET

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Training and marketing are more closely related than you think. In order to change behavior, you'll need to reach your target audience in a variety of ways over an extended period of time. Use this worksheet to plan a variety of different messages and be sure to include a clear call to action that learners must complete.



# Communication Planning Worksheet

What message & call to action?	Who from?	What delivery channel?	When delivered?	Who creates?

# IMPLEMENTATION PLAN

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Use this worksheet to consolidate the information from all the other worksheets into an implementation plan that includes defined activities. This worksheet helps you think through each individual task that must be done and the order in which it needs to occur.



# Implementation Planning Worksheet

Activity	Due Date	Person Accountable

Since 1995, **Bottom-Line Performance** has helped organizations create the right learning solution. Whether you have a complex problem to solve, product to launch, or process to implement, our in-house team partners with you every step of the way to design for your desired outcome and develop the right mix of tools: web and mobile apps, eLearning, serious games and gamification, video, and highly interactive instructor-led training to name a few. The end result? Award-winning solutions that solve problems, inspire people to act, and help people learn.

We are also the creators of Knowledge Guru®, a training reinforcement platform that uses adaptive learning, game-based learning, and microlearning to increase knowledge retention and improve performance.

## Get in Touch

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