

Why Corporate Training Is Broken and How to Fix It

by Jay Cross





Best practices created years ago can't keep pace with our social, always-on world.

Workers need tacit knowledge—the kind you learn on the job, not in the classroom. Training departments and workers often find that they're operating in different eras.

Here's the bad and the good news about training today.

The Tough Stuff. Training departments invest in new eLearning tools, only to find that workers avoid the courses.

The Upside. Today's workers love having information at their fingertips and are ready to take control of their own learning.





So what can we do?

Tap into employee resourcefulness.

Support workers' autonomy by creating an environment where collaborative learning can thrive. Let's examine four early steps toward becoming a collaborative organization.



1. Make trust a core value.

Managers in collaborative organizations trust workers to take reasonable risks for the good of the company.

How to make it to work: Don't punish people for failed experiments. If you never fail, you're not innovating.



2. Build infrastructure to support collaboration.

In the old days, workers stored knowledge in their heads. Now they store information in the cloud, too. Sharing these resources is vital to collaboration.

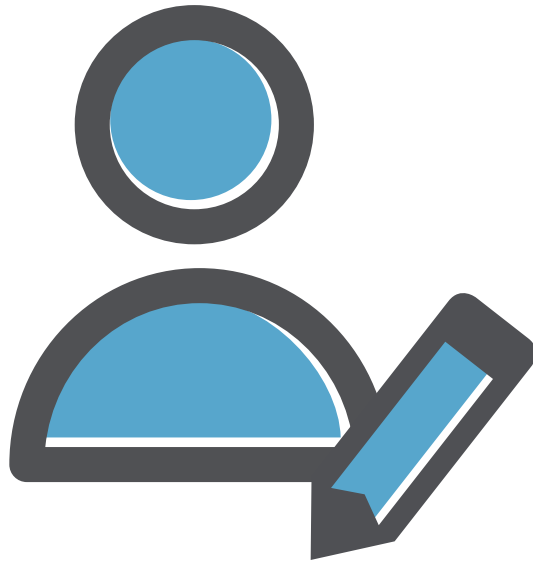
How to make it work: Create a directory that enables people to locate who knows what and where information resources are stored. Encourage employees to document their knowledge to eliminate silos.



3. Embed learning into work.

As the pace of progress quickens, workers must learn all the time to remain productive. Learning can no longer take place outside of work—you'd miss too much.

How to make it work: Remove obstacles, increase bandwidth and encourage communities and conversation. It's a natural way to learn and grow.



About the Author

Jay Cross is the Johnny Appleseed of informal learning. He is CEO and Chief Unlearning Officer of Internet Time Alliance, which helps corporations and governments use networks to accelerate performance. Visit his website at www.jaycross.com

About GoToTraining

GoToTraining is an easy-to-use online training service that allows you to move your live instructor-led training programs online for more efficient customer and employee training. Hold unlimited online training sessions with up to 200 attendees from around the world right from your Mac or PC. Reach more learners, collect real-time feedback, record and store your training sessions and more—all while slashing travel costs.

To learn more, visit www.gototraining.com.

For more online training tips and tricks, visit [The GoToMeeting Blog](#).