

# 3 Managers That Will Destroy Your Training

**And The Opportunities To Move Forward**



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# Wasted Time & Organizational Energy

These managers will block, delay and derail your investments in training

Instead of helping their teams develop and maximizing impact on top line metrics they become a drag on the bottom line

And sometimes, their downside impact isn't clear unless you know what to look for







# Go It Alone

Open to training but closed to any input from “outsiders”

They will insist on going it alone and duplicate work, re-build existing work from the training team and generally not conform to any form of best practice.

Likely to refuse any involvement or offers of assistance from training teams

There will be training. Likely, it will be terrible.



Build networks on their teams



Provide frameworks & systems instead of content



Talk to end users



Play long game – focus on strategic learning plans



# Dunning Kreuger

Tend to latch on to one word or concept and then believe they are training experts

Love to lecture the training teams & meddle in programs but don't actually know how to help people learn and develop.

Also least likely to step foot in an actual training room.

Good news: you'll likely take point on all the training anyway  
Bad news: they'll drive you insane along the way



Breathe! They want to feel important and then move on



Maintain communication & networks with C-Suite to minimize these "experts" interjections



Explore what they're suggesting. Don't close yourself to good ideas



Maintain robust train-the-trainer support

**TRAINING WITHOUT MEASUREMENTS IS USELESS!**  
**MAKE IT INTERACTIVE, PEOPLE LOVE HANDS-ON!**  
**I READ PEOPLE LOVE E-LEARNINGS SO MAKE MORE OF THOSE**



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# To Busy

Operations and output above all else.

Refuse, severely limit & resist any time away from daily work to participate in any training efforts

Like safety or maintenance, they will defer training for as long as possible or until circumstances force them to allow it

Their teams are likely burnt out and “get the job done” in an outdated and highly inefficient way



Gather data to find real opportunities



Build networks on their teams but play the long game



Build targeted training solutions that fit into the natural daily flow of that teams life



Pick & choose tactical vs strategic opportunities



# C-Suite Role

Executive team plays a role in avoiding wasted time & organizational energy



## **Go It Alone**

Alignment

Ensure managers understand all roles & teams available to support them & enforce use of existing teams



## **Dunning Kreuger**

Coaching

Observe managers who weaponize misunderstood information and address via coaching



## **Too Busy**

Our Team

Look closely at all performance metrics & fight against a fixation on output above all else