

# TRAIN ME NOW ! (TMN)

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Version 0.9

## An introduction to the issue

- Training in enterprises is **expensive and inefficient** in the best case, or nonexistent in the worst.
- **Expensive:** Many people investing their time on the training. The time of a lot of people = high cost. Do all the employees really need the training?
- **Inefficient:** the leadership of an enterprise might think that sending all the employees to attend to a course the enterprise hired for them is a productive thing, but in fact it is not. The result:
  - o 30% of participants will never use anything related to the training and the training will be just a beautiful added line in their CV document or career.
  - o 50% of participants in the future it could be that they will use some contents related to the training, but it will pass so much time from the training that they will need to be re-trained.
  - o 20% of the participants will find the training useful and will use the contents shortly. For these ones, the training is a win.
- Employees training seems to be a non-relevant thing for the success of the enterprise, but it is proved that in a mid-term and long-term, **enterprises investing on training and development of their employees get best productivity**. And this fact ease to get the success. Not every executive takes care about this, and few of them get success while implementing a right training system in their company and benefits from its advantages.

## The TMN proposal

We propose a methodology that uses the training in a different way, light, agile, based on quick, cheap but powerful iterations. We call this methodology "**Train Me Now**" (**TMN**), or "The Monday Morning Training".

## TMN on a piece of paper

- TMN is an **AGILE TRAINING** methodology. Its mission is to reduce the waste of training.
- TMN is a methodology designed to work inside the enterprise (intra-enterprise). Its mission **is to improve the staff's quality by itself** before hiring expert trainers.
- TMN is a methodology of **training under demand**. Its mission is to give training to the ones who need it and just in the moment when they need it.
- The process is as it follows:
  - o Precedents: Let's imagine that the employee A in the project P1 is going to need shortly to know, or how to use a certain technology, knowledge or utility that right now he/she unknowns. The employee B of the project P2 knows that specific technology because he/she has experience using and working with it.
  - o Employee A demands to be trained on that technology.
  - o Employee B will act as a consultant or teacher and will prepare a 2 hours masterclass for the employee A.
  - o Next week, on monday morning, at first hour, they have the 2 hours masterclass. Besides, along half of an hour, employee A will question the consultant B questions about how to adapt that technology or knowledge on his/hers specific project and consultant B will offer his advice and experience to try to solve that particular case.
  - o Afterwards, consultant B will be available to answer quick questions that employee A can have during the rest of the week.
  - o At the end of the week, the developer A fills a questionnaire to value the quality of the received training.
- TMN achieves to be more **efficient** than traditional training, because:
  - o As soon as the training is over, the concepts becomes practice, because the training was received on demand, in the moment when the knowledges are going to be applied.
  - o The training is received just by whom need it for their work, there isn't a working time waste of people who will never use the trained skills.
- TMN has 3 **roles**

<ul style="list-style-type: none"><li>o TMN-C --&gt; Consultant, teacher, trainer, experimented</li><li>o TMN-D --&gt; Developer, student, training petitioner</li><li>o TMN-M --&gt; TMN Master, ease the TMN process</li></ul>
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## TMN Requirements

- The enterprise must "**believe**" in the people and in their training as a way to improve the staff's quality and by consequence, improve the productivity in a mid-term. "Train effectively your employees and they will multiply their incentive and productivity".
- The leadership or executives of the enterprise should be **involved** with TMN to help the TMN-Master to ease the management and the TMN processes.
- The workers acting as TMN-C when they carry on a TMN process: have prepared a two hours masterclass, helped the developers participants with their specific projects and have been available for a week for answering quick questions, so, although they spent few time, they have disregarded their duties. This fact **must be known and keep in mind by the enterprise leadership**, and this is the TMN system cost.
- An enterprise offering training has an important factor while speaking in terms of employees incentive, however, sometimes it happens that enterprise leadership get involved with TMN and implement a remuneration system. This remuneration system would be for the TMN-C for each TMN succesful process. It can help the TMN process to work better. This small remuneration ensures the TMN-C incentive to prepare a quality training. Besides, it incentive the rest of the employees to specialize on something interesting to be learned by others and then become TMN-C. This requirement is not a must for TMN to success.

## The TMN Process

- Precedents: It must exist a person or a small group of people with a common interest to learn certain technology, knowledge or experience with the intention to apply it shortly or right now.
  - The ideal size of a TMN Developers group for a TMN process is **no more than five people**, being more effective if the size is two, three or four people.
  - **The training requests must be public and visible** inside the enterprise. (For example, through a request list on a board, or some kind of shared software). The TMN-C's of the enterprise must be able to see that list, and the TMN-M must be able to contact each person to ease the TMN process.
  - **The training requests must be justifiable**. It will be requested to train just the skills and knowledges that will be used shortly. Abusing the training system will cause it to be ineffective and removed by the leadership.
- The enterprise will have a list of posible developers (specialized on a topic) able to train other developers in a two hours training. These teachers are called **TMN consultants or TMN-C**.
  - The training classes wount be longer than **two hours**. In these two hours it is posible to get to know the basics of a technology or give initial steps to developers to start using it and to learn more by themselves. The goal is to avoid the waste. Sometimes, we find fifty hours courses , where the time is wasted on non-relevant topics that will never be used; it becomes an overfilled course.
  - A TMN-C has already challenged with the technology that he/she is teaching, has solved the related problems and has the enough experience to

know which are the important concepts. Makes it any sense to hire an external expert who doesn't know the enterprise, its processes, its projects and its staff, more to teach them the technology, for a fifty hours full of waste or unproductive contents?

- We call it "**masterclass**", because it removes the waste contents and summarizes the useful and important. It is a much more practical than theoretical class. It joins in a brief amount of time just the contents that are going to be used immediately after. It offers the basics so the developer can save time to work-out his/hers part.
- The enterprise will have in its staff one or more TMN process coordinators, known as **TMN Master, or TMN-M**. Their main function is to ease the TMN process, in other words to join developers, TMN-D, and consultants, TMN-C, so that the training can be done.
  - The meeting appointment must be done the previous week. It must exist a confirmation by the participants on their intention to join the event. The TMN-M must try to minimize iterations on this process and reduce the time wasted to make the appointment. Make the event's planning and managing the list of the participants must be so simple as make a question and get an answer. It is better to do these actions face to face (not via email, phone, etc.).
  - The TMN process **will start Monday morning at first hour** and will end on Friday, when the quick questions process ends.
  - The TMN-M must keep an eye on the TMN process, to ensure that it develops in a right way.
  - The **TMN-M** will base his/hers **decisions on whom will give the TMN training** on feedback judgments of each TMN-C consultant has received on previous TMN processes. The TMN-C also must give a chance to new surging consultants to become themselves TMN-C.
  - In the case there is no ideal consultant inside the enterprise to carry on the requested training, the TMN-M will decide if a internal developer must learn the subject, or it's best choice to hire an external teacher. In both options, the good practice is that participants become TMN-C on that subject after that training, so the enterprise can keep being self-sufficient.
  - The TMN-M **will send regularly feedback to the leadership** about the TMN processes, so its advantages can be understood and accepted by the last ones in order to avoid impediments.
  - The TMN-M **will provide tools to make the training**, according to the enterprise's possibilities. (Availability for meeting rooms, computers with access to internet, office materials, blackboard...)
- **On Monday morning**, at first hour, the participants join the meeting for the training. (TMN Developers and TMN-C)
  - It is recommended to use a calm meeting room to avoid distractions. Ideally it has a blackboard between its equipment.
  - The training **masterclass** shouldn't last more than two hours. External interrupts must be avoided. A TMN-D can put questions related to the topic of the masterclass trying always not to distort the topic.
  - After, approximately **30 minutes are reserved to be used for each TMN-D to put questions about the adaptation of the learned contents** to their own specific project. The TMN-C will offer his advices and experience in order to give valid solutions to the specific problems. Every developer can participate

to give useful information or make related questions even it is not their turn of speech.

- It is useful for the TMN-D to attend the other developer's questions to get to know different ways for adapting the technology and to have a wide vision of it.
- At the end of the questions turn, the masterclass is over. Along the week, till Friday, the TMN-D can make **quick and very specific questions** to the TMN-C related to the adaptations for their projects. The TMN-C shouldn't waste more than five minutes to answer each question. The main goal of the TMN-C is to guide the development and give trustable hints, but is not his duty to do the developers job.
- On Friday ends the TMN process, but before this happens, the TMN-M must ensure that **every TMN-D participant fulfill the questionnaire to evaluate the quality of the training**. It is mandatory for every TMN-D to fulfill the questionnaire.
- A TMN-D should not be part of more than one TMN process at one time, so the learning can be more effective.

## Advantages of the TMN process

- TMN process is
  - **Effective:** Knowledge is achieved immediately from an expert
  - **Helpful:** You just get the needed skills
  - **Efficient:** You get the knowledge when you need it and just if you need it
- It encourages the interdepartmental collaboration within the enterprise. This can cause future synergies in new projects formed by people who met each before, but it is not a must for them to have worked together before. It helps to humanize the enterprise and make it a less cold thing. Employees are people, not numbers.
- **The enterprise raises its intellectual capital** and improves its staff's quality. Professionals in different topics will start to appear (and there will be topics that truly will be used in projects later), whereupon will improve the productivity in mid-term. Changing the culture of the enterprise to a model where training is important since it is interesting for the enterprise and so is for the employees.
- **The enterprise will not depend on expensive external consultants** that offer large courses full of waste contents.
- **The employees will have another motivation.** By becoming a TMN Consultants they can improve their salary conditions (if leadership consider to give this remuneration). Employees from other enterprises will hear about this system and they will want to come to the one enterprise that uses TMN process and train its employees.
- The TMN-D obtain **solutions and specific advices** for their projects from an expert who overcomed similar problems. This fact makes the system to be very handy.
- **The enterprise can make the difference from other enterprises by using TMN** and employees training. If an enterprise has to distinguish its products to win the competence, why not make the difference also in having better staff?, (staff that will be proud to work in that enterprise). That can be achieved by investing in training, although with TMN, this investing is the right one and there aren't any wastes. Making the difference in this way will improve the enterprise's image between its employees and other enterprises from the same market. Having employees that

love working in their enterprise because this one gives them training and helps them to improve their skills is a remarkable way of motivation, a way to develop the brand and therefore, this impacts on productivity.

## When to request TMN training?

- **Obvious cases**
  - Its needed to apply a technology that is unknown or new.
  - For example, in the field of software development, when its needed to use a library or a framework never used before.
- **Not so obvious cases:** They are not specific technologies but are concepts that appear in the day by day of an enterprise and we have to learn to manage them because we may apply them shortly. It also can happen that we need to refresh knowledges or we just need advice from an expert. The final objective of the TMN process is to make us go faster and save time receiving feedback from whom has already overpast similar problems. Next, some examples
  - A software development project requires to design a database and the one who has to do it has not done a database in the last ten years. He has the knowledge but he needs to remember them.
  - An employee has to manage a project, but this turns to be something new for he/she and he/she is not sure where to start, or how to handle the human resource. He/she appeals to a TMN process where another project manager with more experience that simply give a advice massterclass on how to do it. There also participarte other two proyect managers of the company who are there as assistants , but can contribute if needed.
  - An employee has to visit an important customer and as he/she doesn't feel very confident because he/she hasn't any experience in visiting customers, he/she requests a TMN process where a SCRUM Product Owner or a salesman helps to make the strategy and the maners to address to the customer and how to close the sale.

## TMN-C selection

- It is the **TMN-M responsibility to choose the TMN-C** who is going to teach in the TMN training process.
- TMN Developers can suggest a TMN Consultant candidate, and the TMN-M can have into account the suggestion.
- **TMN Developers can ask to the TMN-M to justify** the reason of his choice.
- The TMN-M has to assure that the **new emergent TMN-C has a chance to be part of the process**. Sometimes a new consultant can be interesting because he/she can give new ideas or current ideas that help the development team.
- The suggested approaches to follow when choosing the TMN-C are:
  - High feedback rate on questionnaires (average)
  - Better feedback rate on last five questionnaires
  - Real experience on the topic (not just on the paper)
  - Chances for new TMN-C

## Assessments of TMN-C

- **The TMN-C's assessment must be rigorous** because it is one of the main pillar of TMN process to success.
- A TMN consultant who ill-prepared the explanation, doesn't bring examples, doesn't help others to learn or doesn't give solutions on the specific cases that the TMN-D propose, must obtain negative feedback on the questionnaires. Have into account that what is being valued is the training quality, and not the consultant.
- **It is required to be honest** in the questionnaire so that it can be possible to improve the process and be able to be more strict in order to enhance the training quality.
- **The assessments must be anonymous and confidential.** Just the TMN-M handles them. He/ She can decide to make each's consultant scores public regularly, always regarding to maintain the privacy.
- In the assessments it has to be avoided to refer to the consultant. **What is valued is the received training's quality**, its utility and the tools for its setup.
- The TMN Consultants will have forbidden the assistance or influence by any manner in the process of their own assessment.
- Assesments are the last step in TMN process, and have to be celebrated at its end.