

Leaders are generally known to be risk takers.

Why then, are Canadian Executives less likely to risk investing in their employees than their American counterparts?

The February 24th edition of the Gazette has Donna Nebenzahl confirming this fact by telling us that “even with Bill 90, this province’s one per-cent job training tax incentive, we’re not taking training seriously enough.” She goes on to tell us that the gap between Canadian and U.S. productivity continues to widen and that the U.S. invests in **Professional Development Training** much more heavily than we do.

As a professional development coach I have the opportunity of meeting many executives and I often come away with the same thought; the interest is there, the need is there and it’s acknowledged, yet somehow the idea of investing in their employees is a scary one. Is it because the fear is that there will be no return on the investment or that we may not know how to measure this return? For success to be a factor, I believe it important to follow these guidelines:

1. Assess the advantages and benefits of the program before you commit; Where is the gap in your organization and is it large enough to warrant investing time, money and effort?
2. Set clear and measurable expectations so that you will be able to see the return on your investment

Often that return translates into lower employee turnover, in which case the profit is excellent when you consider the total cost of losing an employee - having to increase the workload of remaining employees, paying for ads in the paper or commission to a search firm, time spent in interviewing, verifying references and the costs involved in orientation training.

An added benefit to training and coaching is in the attraction of career and job seekers. If your company is known to invest in their employees, great candidates often seek you out, even when you’re not looking. What greater return is that, if not, at least, a great compliment to you and your organization’s efforts.

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