



## A Top 10 List of Things to Consider to Increase Understanding, Participation and Effectiveness

By Steve Crandall, L.E.T. Master Facilitator for Gordon Training International, President of Crandall Partners

1. Though L.E.T. is a wonderful program, its beauty and effectiveness lies in its **philosophy**—it represents an intent of how people work together, treat each other and solve problems that naturally and inevitably occur. **Sell the philosophy, not the program.** While people often have budget and time restrictions for funding or participating in programs, it is hard to deny investment in a philosophy that articulates the way an organization intends to operate.
2. Do you have a published corporate culture statement or corporate mission? What does it say about people in the company and the company’s philosophy about them? What are the values of the organization, are they articulated somewhere? How good a job does management do in modeling these values? How do these values and the culture get woven into the company? **Doubtless, there is a link between these items and what L.E.T. represents—use it.**
3. How is your management infrastructure set up? Who makes decisions regarding training and development investment and deployment? How is the hierarchy of importance determined? **What is your role in the organization and do you have a “seat at the table”?** Effective continuity of program within organizations requires those that represent training and human resource development to have managerial influence in the company. **If you don’t, you need to hitch yourself to someone who will champion for you.**
4. **Show what you claim.** Find ways to demonstrate how the L.E.T. philosophy and skills are effective. Take a tough issue that you or others are dealing with inside a department or division and show how this can be better handled using the L.E.T. approach. Or give an historical perspective—take a recent conflict that had a particularly unsatisfactory outcome or is still unresolved—and show how this would be handled

using the Method III model. **Quantify the comparison—less lost work time, turnover, avoidance of lawsuit—why would having used this approach have been better?**

5. **Demonstrate the need.** Conduct an employee opinion survey or do a cultural assessment, weaving in the L.E.T. principles and philosophy. What do the people say about the health of these concepts in the company?
6. Getting top management knowledgeable and involved is often one of the greatest challenges, yet it is crucial to overall organizational investment that you have their buy-in. **Consider an outside facilitator to conduct a special “executive session” of the program.** An outsider can often position this approach and program in ways internal staff cannot—because they do not have as much insider knowledge about the company and have no long term career dependency at stake, they can ask the hard questions and challenge the participants with relative low risk compared to an insider. **It is always difficult to “do your own,” especially if it is at same level or above your position.**
7. Consider positioning the program as a “senior level audit”, which is often more palatable than asking them to go through training...(“We know **you** don’t need this training...but we have set this special audit up so you can see what we will be offering to others and to get your input on content...”) Their **exposure is critical—use any means to make that happen.** You are then betting that their involvement with the content will carry itself, resulting in an endorsement for furthering the program in the organization.
8. **Do an honest assessment of your training staff.** The best way to network L.E.T. in any organization is by testimony—you want people so turned on to the ideas and material that they literally tell others “you gotta see this!” How likely this is to happen is directly related to how well the delivery goes. So hold a mirror up—what do your course evaluations, anecdotal comments, sign up traffic, etc. indicate about the mastery of content and quality of delivery? About training overall?
9. **Inside or outside, selling is selling.** Just because you are skilled in L.E.T. delivery and believe strongly in the program doesn’t mean anyone else is. Whether you are trying to get a foot in the door at a new company, or are trying to increase acceptance and utilization inside your own organization, the dynamics are much the same. **People buy when they perceive a way to solve a problem or improve a situation. You must identify needs and position this as a way to meet them.**
10. **Finally, really use this workshop to your advantage. Take this top ten list and share it with your boss and colleagues.** Use it as a starting point to talk about how to improve participation and use—and the implications to the company. It can be a relatively easy way to assess your current environment. Ask: what do we think about these points in our organization?