

Concept

a powerful, intriguing, inspiring or perhaps odd idea distilled to its essential elements

You've done everything right. Analysis was thorough. The solution is aimed at performance change and connected to clear measures of bottom-line impact. Logistical and administrative issues are accounted for. But they aren't signing up. When you ask why, the answers, implied or stated, add up to, "With all of my demands and priorities, who says I should do this?"

Here's how you can have a ready response to the question *Who Says?*

Set up a decision-making group. Call it a board, an advisory council, whatever works in your culture. Just get commitment from your leaders, beginning at the very top. Ask the CEO to devote one hour a quarter to making final, strategic decisions on the future of learning. Next, have him or her appoint the group members. Then draft a letter inviting those key leaders to join. When asked by the CEO, few refuse.

Load the board with the most learning-friendly people. Later, add the reluctant, unengaged, and dissenting. Create criteria for learning investment and set regular meetings for review of direction, resources, and the like. But the main agenda will be to approve learning priorities for the whole organization.

That ties down the answer to *Who Says?* The answer will always be that the priorities for learning have been set by the leaders of the business. *They Say* what learning interventions are the most important.

John Cone is a consultant in corporate learning based in Scottsdale, Arizona, and a member of the Board of ASTD's Certification Institute:
jwcone@ev1.net.

WHO SAYS?

The definitive answer to the question *Who Says?* when people don't sign on for training



By John Cone