**Activities**

First understand yourself, your skills, style, and training needs.

Understand the trainee’s job. Identify the essential and desirable job skills that affect performance and results.

Assess the trainee’s skills, style, attributes, situation, and especially their learning style (see Kolb).

Agree and explain everything with the other person. Keep doing it.

Identify and agree development priorities – the basic training plan.

Break down each skill to train. Identify and agree elements and standards of each part (not too many at once). Assess and agree current ability per element.

Identify and agree tasks, activities and/or objectives to train each element to the required standard.

Implement, follow-up, review. Encourage, measure, record and support. Adjust the plan and priorities if appropriate. Continue positive, ongoing recorded review.

**Tools**

Psychometrics, graphology, reflection, discussion with others and any other available methods.

Job description and scale parameters.

Establish psychometric profile for job.

Establish a skill and behaviour set of attributes required for the role.

Psychometrics, graphology, interview, discussion and any other assessment methods available.

Counselling one-to-one, get to know the other person, listen, understand.

Involve the other person in completing the documents that you use.

Prioritise training needs (TNA).

Counselling one-to-one, listen, understand. Record in writing.

Relevant reference material (manuals, standards, company documents, etc).

Skill elements assessment sheet.

Involve the other person in completing the documents that you use.

Task delegation form, (eg 'SMART').

Draw on other resources available (training courses, managers, colleagues, external resources.)

Task delegation form, (eg 'SMART').

Other company systems, appraisals.

Counsel, listen, understand.