**Training and Development – Line Manager Guide**

The potential advantages of line manager involvement in learning and development have long been recognised.  
  
The line manager is uniquely positioned to reinforce learning from management training or other forms of development by integrating them into an employee's working life and promoting a positive approach to these types of activities.

So how should a line manager be involved in their employee’s management training and development?  
  
**Step 1**

The first area of involvement is for the line manager to set clear expectations with their employee’s, both in terms of what they need to deliver (job responsibilities, targets etc) and how they are expected to deliver these things (approach, behaviour at work, etc).  
  
**Step 2**

The next area of involvement is conducting performance appraisals and agreeing personal development plans, i.e. measuring the "gap" between what an individual delivers (and how they do it) and what is needed.  
  
**Step 3**

In agreeing personal development plans line managers should not just ask *"what are this persons’ weaknesses?"* but should also ask *"where they are will learning and development add the greatest value to their performance?"*

**Step 4**  
Line managers should understand the breadth of learning and development interventions that are available to them. For example, too many turn to the ubiquitous ["Management Training Course"](javascript:void(0)), or "Presentation Skills Course", when in reality there are hundreds of development actions that an individual can take from reading a book to learning to play chess.

**Step 5**  
Line managers should also take on more of a coaching role with their employee’s. Significant relationships exist between the line manager's effective provision of coaching and guidance and levels of employee satisfaction, commitment and motivation.  
  
**Step 6**

Finally, line managers need to understand their role as a "sponsor" of an individual's or team's learning and development to be truly effective. For example, it sends the wrong message completely to someone if a manager asks them to attend a management training course but then prevents them from attending some or all of it.

The line manager should:

* Invest time, energy and enthusiasm in their employees’ development.
* Demonstrate public commitment to training and development by "walking the talk".
* Be clear with their teams about the importance of management training and development in raising standards and performance.
* Recognise success.