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***The Training Physical:  
Diagnose, Treat and Cure Your Training Department***  
by  
**Jim Hopkins**

**NEW BOOK EXPLAINS KEYS TO TRAINING AUDITS –  
VITAL ELEMENT OF ORGANIZATIONAL PROFITABILITY**  
**-- Training consultant advises that organizational issues can be fixed if training is  
accountable**

To remain healthy, doctors recommend an annual physical in which you are thoroughly examined to identify any existing or potential problems. A physical, although not necessarily a fun experience, often provides good news, or at the very least, identifies problems that can usually be treated and cured.

In corporate America, industries and companies put themselves through audits each year, typically dealing with finances. Some companies will include functional audits on the productivity and results of individual departments. One department that often employs the self-audit function is Human Resources. Self-audits are akin to handing over the chicken house to the wolf and asking for a report on security issues. It does not reveal anything of consequence and thus is a waste of time, energy and money. This issue is why Jim Hopkins wrote his new book ***The Training Physical: Diagnose, Treat and Cure Your Training Department.***

Within many Human Resources is the Training Department. And for all intents and purposes, any training function within an organization -- whether it reports to Human Resources or a line function -- often goes without any valid critique of the value provided and accountability on the return of investment being made in training.

***The Training Physical*** is written for training managers who are still learning how to run a training department. The other audience for the book is the senior manager responsible for operations or the CEO.

"These folks can read the book to learn about what is and could be involved in a training audit," says Hopkins. "This is taking a known process of auditing, and applying it to a

department that is rarely evaluated this way. We must educate the decision makers on the value of the exercise."

Some of Hopkins' tips for improving training via audits include:

- Make training responsive to the goals and objectives of the organization, so training can prepare employees for additional responsibilities or increased productivity before it is required.
- Set an annual training plan with specific goals, projects and objectives.
- Insert annual, quarterly, monthly, weekly and daily objectives to reduce the reactive behaviors and increase the proactive ones.
- Diagnose the condition and prescribe a treatment plan with the full endorsement of the training personnel.

The solutions in *The Training Physical* help address some of today's current news topics including:

- The economy is forcing companies to reinvent themselves to remain viable, and that means all employees need to shift gears and learn new skills.
- Companies cannot afford to waste any money, and spending it on salaries and programs that do not meet the needs of the organization is why a lot of training departments are closed.
- Our educational system does not provide all of the necessary skills to function in the real world, so organizations must have functioning training departments that build work skills in their employees.

The success of any company is only as good as the people.

"If the training department is running on all cylinders, then the human function is well skilled and performing according to business objectives. When a company loses workers, the remaining workforce must be able to pick up the work from those that left," Hopkins adds.

"When a company is growing it must have a way to continually develop new people and grow existing talent for other roles. When a company needs to shift gears, a good training company can make that process smooth without a lot of grinding noise in the process."

### **About the Author**

**In 1990, Jim Hopkins made the leap from a 12 year retail banking career to the role of a Trainer/Facilitator, then Instructional Designer, Performance Consultant, Training**

**Manager, Director and Chief Learning Officer. Yet at the heart of him is the role of trainer.**

**While managing and leading the training function, Jim orchestrated large scale initiatives that always focused on the business objectives, and with the precision of a conductor allowed teams of training professionals to express their full capabilities. A devotee of Servant Leadership, Jim insists that his role is always to remove barriers to success, and allow people to become empowered.**

**While leadership development remains one of Jim's primary missions and passion, it was before the writing of this book even began that it occurred to him that his entire life seemed devoted to fixing things. From his early days in banking where he moved from one branch to another to bring it back to health, to the purpose of training development and even his love of home repairs, Jim likes to analyze a problem, and fix the performance. He prides himself on identifying issues early, and to be as proactive as humanly possible.**

***THE TRAINING PHYSICAL* is available on [authorhouse.com](http://www.authorhouse.com) and [amazon.co.uk](http://amazon.co.uk) (<http://www.authorhouse.com/Bookstore/ItemDetail.aspx?bookid=66867>)**

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