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Training is the easiest part of CI to fund AND the easiest to waste

Most deployments start with a wave of it. Hundreds of people trained in successive waves, two days of theory, a certificate at the end. The investment is visible; the enthusiasm is real. But months later much of it has quietly faded, because the **training was never anchored** to anything the business had actually decided to do. The instinct is to improve the training. The opportunity is to do the thinking that should have come first.

Before you train anyone, three things deserve to be properly understood. The business itself: where value is genuinely generated, where it's lost, what the real strengths and weaknesses are. The culture: the written and unwritten rules, the behaviours that get rewarded, the drivers that quietly shape what people do. It is important because deployment moves in the direction those forces allow, not the direction a plan declares. And only then, with those in view, a CI deployment strategy worth building training around. Skip these and **training fills the silence instead of serving a decision**.

When training does happen, it should be fit for purpose: **targeted to where value is generated, tied to a delivery commitment** so the promise of training travels with a promise of business value, and paired with supported practice, not theory alone. The Formula 1 pit-stop example, beloved of CI trainers everywhere, is a clean lesson when an automotive engineer is in the room. For an operation's technician, or an HR analyst, it's entertainment – interesting, irrelevant, gone by Monday. Generic content delivered into a generic audience is how investment dissolves into politeness.

There's a small but important supporting point worth making. Early on, with resources tight and the CI team still small, even the right training should go where the door is open as well as where the value is. A receptive leader and a real opportunity together are where momentum starts; you don't break closed doors, you let proof open them later. But the discipline of where to train is downstream of the more basic question, which is **whether you have any business reason to train** at all yet.

Training isn't the start of continuous improvement. It's a consequence of having done the harder work upstream – understanding the business, understanding the culture, and shaping a CI strategy worth investing in. Get that order wrong and the training waves keep coming, the

certificates pile up, and nothing very much changes. ***Get it right, and training stops being theatre and starts being capability built where it can actually deliver something real.***