WHITE PAPER 02 · THE LEARNER'S PATHWAY

Experts Are Not Trainers Yet

Building an internal Train the Trainer programme for system experts

Industry Global beauty multinational **Function** Global L&D

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AT A GLANCE

INDUSTRY

Global beauty multinational

PROBLEM

System experts asked to teach colleagues without being taught how to teach

FRAMEWORK

Immerse, train, audit, sustain

CHANGE

A customised TTT design turned into one RFQ for vendors to quote

EXECUTIVE SUMMARY

When an organisation rolls out a new system, the fastest route to adoption is to turn its own system experts into

internal trainers, because they know the system, they know the people and they stay after the vendor leaves. The trap is assuming that knowing a system means being able to teach it, hence this paper sets out the design TLMM uses to move experts from knowing, to teaching, to being audited as master trainers.

3 hrs	3 days	10 to 12	1
system immersion first	customised TTT	experts per cohort	Master Trainer scorecard

Expertise gets people into the training room, facilitation keeps the learning in it.

INDUSTRY AND PROBLEM OBSERVED

The problem

The global L&D head of a beauty multinational wanted an internal Train the Trainer programme so her system experts could equip other people on a particular system.

System experts are usually chosen because they are the best users of the system, and they are then asked to stand in front of a room and transfer that knowledge, and a generic TTT does not help them because a generic trainer does not know the system either.

What we observed

- Experts teach the system the way they use it, not the way a beginner learns it
- Sessions cover features instead of the daily tasks people actually do
- Nobody checks whether colleagues can perform after the session

THE FRAMEWORK PROCESS

Immerse, Train, Audit, Sustain

1

Immerse

A 3-hour system immersion so the TTT is built on the real system

2

Train

A 3-day customised TTT in cohorts of 10 to 12, practise and feedback

3

Audit

Each trainer audited live against a Master Trainer scorecard

4

Sustain

An ongoing trainer community that keeps content and standards current

HOW IT WAS SOLVED

The solution

TLMM shaped the framework first, with the 3-hour system immersion placed before the TTT so the programme can be customised, then turned the whole design into one RFQ shared with suitable vendors to quote. The client gets a design built around its business problem before any vendor is asked for a price, plus as well a fair comparison between vendors who are all quoting against the same standard.

BEFORE

- Generic TTT off the shelf
- Facilitation taught in the abstract
- Completion treated as readiness

AFTER

- TTT built on the client's own system
- Facilitation practised on real tasks
- Readiness proven on a live scorecard

WHAT L&D LEADERS SHOULD DO

Your checklist

- Has our training partner seen our system before designing the programme?
- Are our experts taught how to teach, or only told to teach?
- How will we know, trainer by trainer, who is ready to train others?
- Who keeps the trainers current when the system changes?

A well-designed RFQ chooses the right vendor before the vendor chooses the programme.

ABOUT THE LEARNING MATCHMAKER

The Learning MatchMaker has been a trusted advisor to HR and L&D leaders since 2010, matching organisations with the right learning design, the right delivery method and the right trainers for their business problem. Clients in this paper are named by sector and function only.

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REFERENCES AND DATA NOTES

- Programme design from the TLMM framework for this engagement, Nov 2026.