

Should business managers still be trained?

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Training business managers remains essential, provided that theoretical and poorly conveyed approaches are abandoned. A truly structured, progressive, and supported program transforms onboarding into a lever for performance and loyalty.

When we look at the turnover among junior BMs in IT services companies or consulting and engineering firms, it's tempting to answer no. Investing time, energy, and budget into training profiles that might leave before even proving their worth... it seems like a bad bet.

And sometimes, it is.

Training, for what purpose?

Let's be honest: many training sessions are useless.

- Too theoretical
- Too generic
- Poorly designed
- Or worse: **poorly delivered**

And in a context where **AI can already automate part of the tasks** (writing an email, generating a pitch, finding leads...), some skills seem almost superfluous. One might think: "Why train for that, the tool can do it."

But that's an illusion. AI executes. It doesn't replace discernment, human connection, or strategy. It **amplifies what we already know**, it doesn't create expertise.

And what about online training?

There are hundreds of free tutorials, mini-courses, videos, webinars... Some are well-made. Interesting. Sometimes even inspiring. But very rarely **adapted to field realities**, even less to the profession of a BM in IT services companies or consulting firms.

Result: it creates interest... but doesn't lead to progress. Or it creates confusion. And it doesn't replace a real structured process, aligned with the company's goals and operations.

And in many IT services companies, what does it look like?

Training sessions led by operations staff, competent in their field... but **not trained to teach**. They explain what they do, as they do it. Without perspective, without structure, without pedagogy. They pass on reflexes, not methods. And sometimes, the bad along with the good.

Onboarding is not training. Training is not informing

A good onboarding is neither a series of slides nor a quick team tour. It's a **structured process**, progressive, where each step prepares the next.

Here is what a real onboarding path to empower a BM might look like:

- **Day 1 to 15**: field immersion, active observation, listening to calls, participating in client meetings, presenting offers, references, company values.
- **Day 15 to 30**: first prospecting calls, opportunity qualification, candidate interviews, with systematic debriefs.
- **Day 30 to 60**: analysis of successes and failures, progressive autonomy, targeted reinforcement on weaknesses.
- **Day 60 to 90**: consolidation of skills, validation of reflexes, definition of an individual action plan.
- **After 3 months**: team rituals, regular coaching, on-demand content, improvement.

And above all, a manager who follows up, realigns, and supports. A true accompaniment.

Training without support is like learning to swim from the poolside

The question is not "**Should we train?**" But rather:

- Within what framework?
- With what method?
- And with what level of support?

A good training alone is not enough. But without training, it's total improvisation. And in a field as demanding as that of a BM, improvisation is very costly.

How many wasted talents? How many avoidable failures?

How many promising profiles leave the ship because they weren't properly trained? How many "average" BMs become excellent... **just because they were given the right keys at the right time?**

Training is not checking a box. It's about **supporting, transmitting, professionalizing**.

So, should we still train BMs?

Yes. But **stop doing it halfway**.

Training is not an isolated event. It's a journey, a framework, a lever for retention and performance.

And no, not everyone will stay. But if you don't train, you doom the good ones to failure. And you let mistakes repeat in a loop.

Training is investing in those who will stay. And offering a real chance to those who still doubt themselves.