Seventh Edition

Employee Training & Development

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Chapter One

Introduction to Training & Development

Objectives

O Discuss the forces influencing the workplace and learning and explain how training can help companies deal with these forces

O Draw a figure or diagram and explain how training, development, informal learning, and knowledge management contribute to business success

O Discuss various aspects of the training design process

Objectives

O Describe the amount and types of training occurring in U.S. companies

O Discuss the key roles for training professionals

O Identify appropriate resources for learning about training research and practice

Importance of Training

O There are many challenges and opportunities in the workplace today

O Training equips individuals with necessary knowledge, skills, and abilities

O Training serves to attract employees to companies, engages, them, and promotes retention

O Training helps to create a competitive advantage

Key Components of Learning

Key Components of Learning

O Learning
  - o Acquiring knowledge, skills, competencies, attitudes, or behaviors
O Human Capital
  - o Knowledge
  - o Advanced skills
  - o System understanding and creativity
  - o Motivation to deliver high-quality products and services

Key Components of Learning

O Training
  o Facilitates learning job-related competencies, knowledge, skills or behavior
O Development
  o Future focused—includes formal education, job experiences, relationships, and assessments
O Formal Training and Development
  o Developed and organized by the company

Key Components of Learning

O Informal learning

  o Learner initiated

  o Occurs without a trainer or instructor

  o Motivated by an intent to develop

  o Does not occur in a formal learning setting

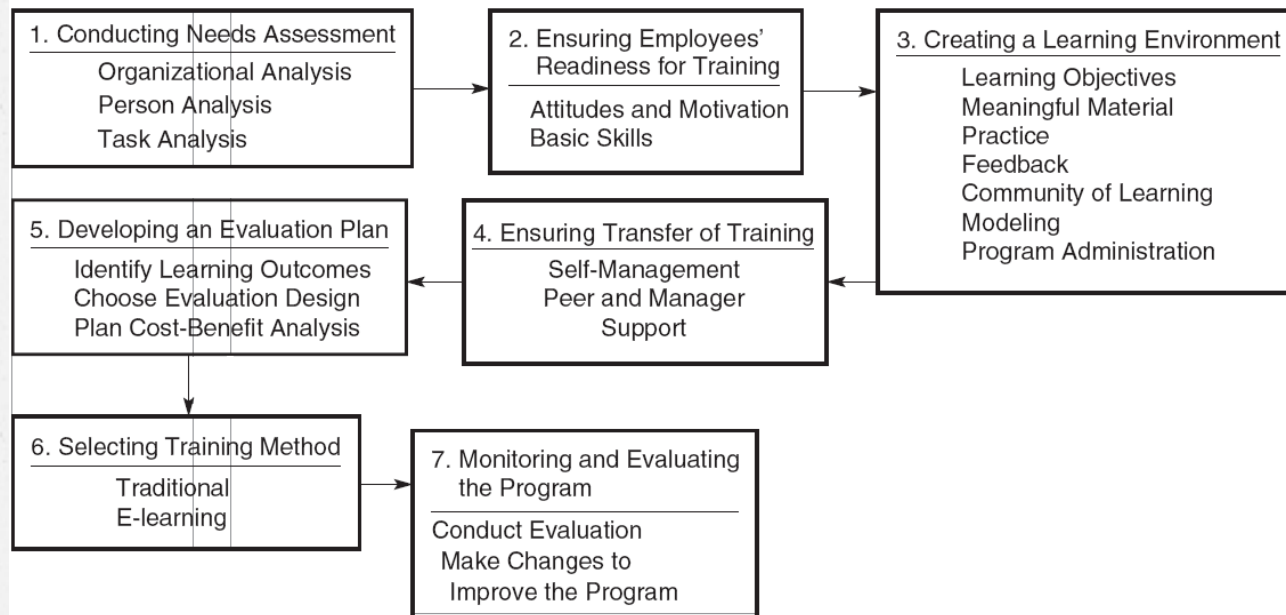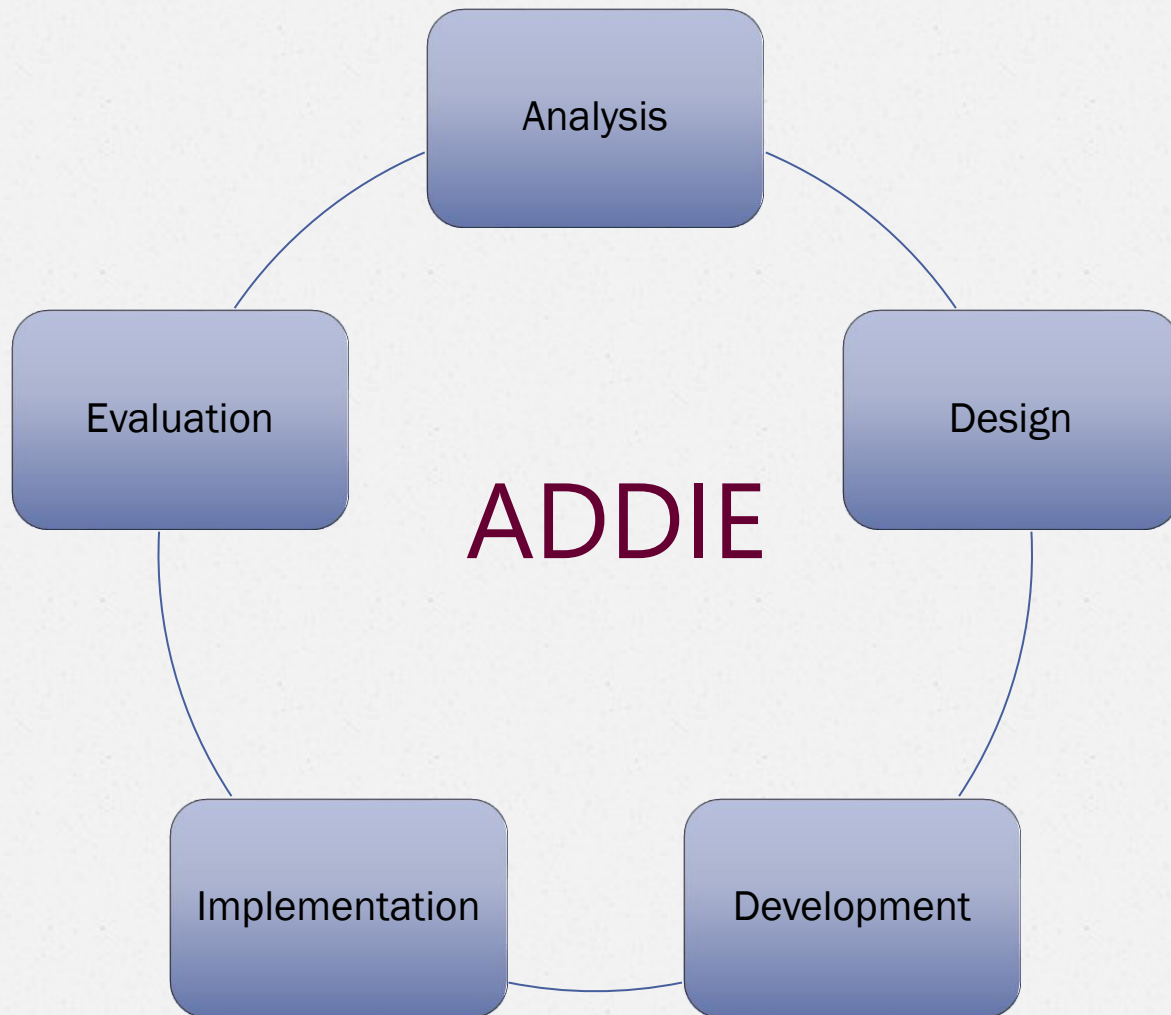 o Breadth, depth, and timing is controlled by the employee

Key Components of Learning

O Explicit Knowledge
- o Well documented, easily articulated, and easily transferred from person-to-person
- o Primary focus of formal training

O Tacit Knowledge
- o Personal knowledge based on individual experiences that is difficult to codify
- o Facilitated by informal learning

Key Components of Learning

O Knowledge Management
  o Tools, processes, systems, structures, and cultures to improve the creation, sharing, and use of knowledge

Systematic Training Design

1. Conducting Needs Assessment
   - Organizational Analysis
   - Person Analysis
   - Task Analysis

2. Ensuring Employees' Readiness for Training
   - Attitudes and Motivation
   - Basic Skills

3. Creating a Learning Environment
   - Learning Objectives
   - Meaningful Material
   - Practice
   - Feedback
   - Community of Learning
   - Modeling
   - Program Administration

5. Developing an Evaluation Plan
   - Identify Learning Outcomes
   - Choose Evaluation Design
   - Plan Cost-Benefit Analysis

4. Ensuring Transfer of Training
   - Self-Management
   - Peer and Manager Support

6. Selecting Training Method
   - Traditional
   - E-learning

7. Monitoring and Evaluating the Program
   - Conduct Evaluation
   - Make Changes to Improve the Program

Questions

O Why is it important to systemically design training?

O What are the limitations of the ISD and ADDIE models?

O What should you do in practice?

Forces Impacting Learning

- Economic cycles
- Globalization
- Value of intangible assets and human capital
- Focus on links to business strategy
- Changing demographics and diversity
- Generational differences
- Talent management
- Customer service and quality emphasis
- New technology
- High-performance models of work systems

Economic Cycles

O In difficult times, companies may be tempted to reduce training expenditures

O However, doing so may be detrimental

O For example, companies that used more selective staffing and training before the recession of 2009 performed better and recovered more quickly

Globalization

O Global companies must find talented employees

O Expatriates require training for success

O Individuals from different countries come to the U.S. for low-skill work and highly technical positions

O There are pros and cons of outsourcing

Intangible Assets

Human Capital
- Tacit knowledge
- Education
- Work-related know-how
- Work-related competence

Customer Capital
- Customer relationships
- Brands
- Customer loyalty
- Distribution channels

Social Capital
- Corporate culture
- Management philosophy
- Management practices
- Informal networking systems
- Coaching/mentoring relationships

Intellectual Capital
- Patents
- Copyrights
- Trade secrets
- Intellectual property

Implications

O Knowledge workers are becoming more important

O A greater focus on employee engagement is needed

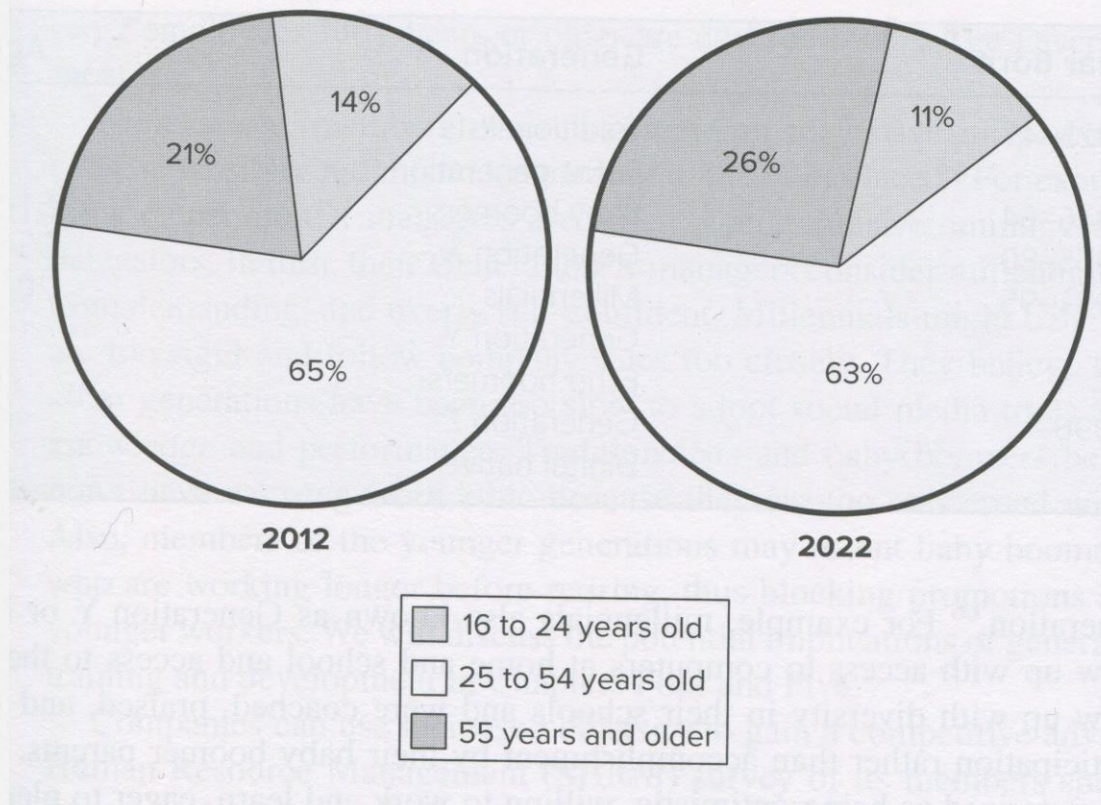O There is an increasing need for companies to become "learning organizations"

Links to Business Strategy

- Given the importance of intangible assets and human capital, training has greater strategic importance

- Training is no longer an isolated function, but rather an integral part of business success

- Different companies have different strategic training needs—one size does not fit all

Racial and Ethnic Diversity

O The U.S. labor force will continue to grow more racially and ethnically

O The projected annual growth rates are higher for Hispanics and "other groups" than for African Americans

O By 2022, the workforce is projected to by 78% Caucasian

The Aging Workforce

2012
- 14%
- 21%
- 65%

2022
- 11%
- 26%
- 63%

Legend:
- 16 to 24 years old
- 25 to 54 years old
- 55 years and older

Five Generations at Work in 2022

- Traditionalist
- Baby Boomers
- Generation X
- Generation Y—Millennials
- Generation Z—Digital Natives

Managing Diversity

O Communicating effectively

O Coaching, training, and developing

O Providing performance feedback that is free of stereotypes

O Recognizing and responding to generational differences

O Allowing employees of all backgrounds to be creative and innovative

Talent Management

O Systematic, planned, and strategic effort by a company to attract, retain, develop, and motivate highly skilled talent

O Key components

- acquiring and assessing employees
- learning and development
- performance management and compensation

Talent Management

O It's important for a number of reasons:

- o Changes in demand for certain occupations and jobs
- o Cognitive and interpersonal skill requirements
- o Anticipated retirement of baby boomers
- o Developing managerial talent

Service & Quality Emphasis

O Total Quality Management (TQM)
   o Companywide effort to continuously improve the ways people, machines, and systems accomplish work

O Quality Standards
   o Malcolm Baldrige National Quality Award
   o ISO 9000:2000

Baldrige Award Criteria

O Leadership

O Measurement, analysis, and knowledge management

O Strategic planning

O Workforce focus

O Operational focus

O Results

O Customer focus

Service & Quality Emphasis

O Six Sigma

  o Measuring, analyzing, improving, and then controlling processes once they have been brought within the narrow six sigma quality tolerances or standards

New Technology

O Technology has changed how we train

O Training can occur at any time, anywhere

O Training is more consistent and more realistic

O More individuals can now be trained

O Knowledge can be shared by readily

O Trainers roles have evolved

O Many organizations used blended training methods

Challenges with New Technology

O Not all trainees may be comfortable with technology

O It may be difficult to engage trainees and ensure compliance with training

O Some trainees may desire greater "live" interaction with trainers

High Performance Systems

O Work teams
  o Employees interact to assemble a product or provide a service
O Cross training
  o Training employees in a range of skills to fill roles needed to be performed
O Virtual teams
  o Teams separated by time, geographic, and organizational boundaries

Snapshot of Training Practices

O Direct expenditures have remained stable

O Increased demand for specialized learning that includes professional or industry-specific content

O Use of technology-based learning has increased

O Self-paced online learning is the most common technology-based learning

Snapshot of Training Practices

O Technology-based learning has helped improve learning efficiency

O Technology-based learning has resulted in a larger employee–learning staff member ratio

O The percentage of services distributed by external providers has remained the same since 2010

BEST Award Winners

O Training supports business strategy

O Visible support from top management

O Efficiency in training

O All employees with access to training on an as-needed basis

O Variety of learning opportunities

O Measurement of training effectiveness

O Use of non-training solutions

ATD Competency Model

Training Roles

O Learning Strategist
  o Determines how learning can be used to align with business strategy

O Business Partner
  o Uses business knowledge and industry expertise to create training that improves performance

Training Roles

O **Project Manager**
  o Plans and monitors delivery of learning and performance solutions to support the business

O **Professional Specialist**
  o Designs, develops, delivers, and evaluates learning and performance systems

Professional Associations

- Association for Talent Development (ATD)
- Academy of Human Resource Development (AHRD)
- Society for Human Resource Management (SHRM)
- Society for Industrial and Organizational Psychology (SIOP)
- Academy of Management (AOM)
- International Society for Performance Improvement (ISPI)