Chapter One
Introduction to Training & Development
Objectives

- Discuss the forces influencing the workplace and learning and explain how training can help companies deal with these forces.
- Draw a figure or diagram and explain how training, development, informal learning, and knowledge management contribute to business success.
- 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

- There are many challenges and opportunities in the workplace today
- Training equips individuals with necessary knowledge, skills, and abilities
- Training serves to attract employees to companies, engages them, and promotes retention
- Training helps to create a competitive advantage
Key Components of Learning

Formal Training & Employee Development

Learning
- Human Capital

Knowledge Management

Informal Learning

Performance Improvement

Reach Business Goals
Key Components of Learning

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

- **Training**
  - Facilitates learning job-related competencies, knowledge, skills or behavior

- **Development**
  - Future focused—includes formal education, job experiences, relationships, and assessments

- **Formal Training and Development**
  - Developed and organized by the company
Key Components of Learning

- Informal learning
  - Learner initiated
  - Occurs without a trainer or instructor
  - Motivated by an intent to develop
  - Does not occur in a formal learning setting
  - Breadth, depth, and timing is controlled by the employee
Key Components of Learning

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

- Tacit Knowledge
  - Personal knowledge based on individual experiences that is difficult to codify
  - Facilitated by informal learning
Key Components of Learning

- Knowledge Management
  - 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

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

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

6. Selecting Training Method
   - Traditional
   - E-learning

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

Analysis

Evaluation

Design

Implementation

Development

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Questions

- Why is it important to systemically design training?
- What are the limitations of the ISD and ADDIE models?
- 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

- In difficult times, companies may be tempted to reduce training expenditures.
- However, doing so may be detrimental.
- For example, companies that used more selective staffing and training before the recession of 2009 performed better and recovered more quickly.
Globalization

- Global companies must find talented employees
- Expatriates require training for success
- Individuals from different countries come to the U.S. for low-skill work and highly technical positions
- There are pros and cons of outsourcing
Intangible Assets

<table>
<thead>
<tr>
<th>Human Capital</th>
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<tbody>
<tr>
<td>• Tacit knowledge</td>
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<tr>
<td>• Education</td>
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<tr>
<td>• Work-related know-how</td>
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<tr>
<td>• Work-related competence</td>
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<tr>
<td>Customer Capital</td>
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<tr>
<td>• Customer relationships</td>
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<td>• Brands</td>
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<td>• Customer loyalty</td>
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<td>• Distribution channels</td>
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<td>Social Capital</td>
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<td>• Corporate culture</td>
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<td>• Management philosophy</td>
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<td>• Management practices</td>
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<td>• Informal networking systems</td>
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<td>• Coaching/mentoring relationships</td>
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<td>Intellectual Capital</td>
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Implications

- Knowledge workers are becoming more important
- A greater focus on employee engagement is needed
- 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

- The U.S. labor force will continue to grow more racially and ethnically.
- The projected annual growth rates are higher for Hispanics and “other groups” than for African Americans.
- By 2022, the workforce is projected to be 78% Caucasian.
The Aging Workforce

2012
- 16 to 24 years old: 21%
- 25 to 54 years old: 65%
- 55 years and older: 14%

2022
- 16 to 24 years old: 26%
- 25 to 54 years old: 63%
- 55 years and older: 11%

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Five Generations at Work in 2022

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

- Communicating effectively
- Coaching, training, and developing
- Providing performance feedback that is free of stereotypes
- Recognizing and responding to generational differences
- Allowing employees of all backgrounds to be creative and innovative
Talent Management

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

- Key components
  - acquiring and assessing employees
  - learning and development
  - performance management and compensation
Talent Management

It’s important for a number of reasons:
- Changes in demand for certain occupations and jobs
- Cognitive and interpersonal skill requirements
- Anticipated retirement of baby boomers
- Developing managerial talent
Service & Quality Emphasis

- Total Quality Management (TQM)
  - Companywide effort to continuously improve the ways people, machines, and systems accomplish work
- Quality Standards
  - Malcolm Baldrige National Quality Award
  - ISO 9000:2000
Baldrige Award Criteria

- Leadership
- Measurement, analysis, and knowledge management
- Strategic planning
- Workforce focus
- Operational focus
- Results
- Customer focus
Service & Quality Emphasis

- Six Sigma
  - Measuring, analyzing, improving, and then controlling processes once they have been brought within the narrow six sigma quality tolerances or standards
New Technology

- Technology has changed how we train
- Training can occur at any time, anywhere
- Training is more consistent and more realistic
- More individuals can now be trained
- Knowledge can be shared by readily
- Trainers roles have evolved
- Many organizations used blended training methods
Challenges with New Technology

- Not all trainees may be comfortable with technology
- It may be difficult to engage trainees and ensure compliance with training
- Some trainees may desire greater “live” interaction with trainers
High Performance Systems

- **Work teams**
  - Employees interact to assemble a product or provide a service

- **Cross training**
  - Training employees in a range of skills to fill roles needed to be performed

- **Virtual teams**
  - Teams separated by time, geographic, and organizational boundaries
Snapshot of Training Practices

- Direct expenditures have remained stable
- Increased demand for specialized learning that includes professional or industry-specific content
- Use of technology-based learning has increased
- Self-paced online learning is the most common technology-based learning
Snapshot of Training Practices

- Technology-based learning has helped improve learning efficiency
- Technology-based learning has resulted in a larger employee–learning staff member ratio
- The percentage of services distributed by external providers has remained the same since 2010
BEST Award Winners

- Training supports business strategy
- Visible support from top management
- Efficiency in training
- All employees with access to training on an as-needed basis
- Variety of learning opportunities
- Measurement of training effectiveness
- Use of non-training solutions
Training Roles

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

- Business Partner
  - Uses business knowledge and industry expertise to create training that improves performance
Training Roles

- Project Manager
  - Plans and monitors delivery of learning and performance solutions to support the business

- Professional Specialist
  - 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)