Chapter Seven
Traditional Training Methods

Employee Training & Development

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Objectives

- Discuss the strengths and weaknesses of presentational, hands-on, and group building training methods
- Provide recommendations for effective on-the-job training (OJT)
- Develop a case study
- Develop a self-directed learning module
Objectives

O Discuss the key components of behavior modeling training

O Explain the conditions necessary for adventure learning to be effective

O Discuss what team training should focus on to improve team performance
70-20-10 Model

- 70 percent of learning derives from job-related experiences
- 20 percent of learning derives from interactions with others
- 10 percent of learning derives from formal educational events
A Learning System

- Guided Competency Learning
  - well defined competencies trained via lecture and online methods

- Social Competency Learning
  - well defined competencies learned via mentoring, job experiences, and coaching
A Learning System

Guided Contextual Learning
- context dependent competencies trained via simulation, on-the-job training, behavior modeling, and experiential learning

Social Contextual Learning
- context dependent competencies learned via social media and informal interactions through others
Traditional Training Methods

- Lecture
- Audiovisual
- On-the-job Training
- Self-Directed Learning
- Apprenticeship
- Simulations
- Case Studies
- Business Games
- Role Plays
- Behavior Modeling
- Adventure Learning
- Team Training
- Action Learning
Lecture

O Standard lecture: trainer speaks and trainees listen
O Team teaching: two or more trainers present
O Guest speakers: speakers visit
O Panel: multiple speakers present and ask questions
O Student presentations: groups of trainees present
Lecture

O Advantages
  o relatively inexpensive and efficient for large groups
  o useful when the instructor is the main knowledge holder

O Disadvantages
  o passive
  o potentially weak connection to the work environment
Audiovisual

- Includes overheads, slides, and video
- Video is highly popular, but rarely used alone
- Video can be effective for illustrating communication skills, interviewing skills, customer-service skills, and step-by-step procedures
Video

- Advantages
  - can demonstrate content that cannot be easily demonstrated live
  - provides consistency
  - useful complement to other methods

- Disadvantages
  - creative approach may be weak
  - may become obsolete
  - passive
On-the-Job Training (OJT)

- Involves learning by observing others and emulating their behavior.
- Considered informal because it does not occur in a classroom and because managers or coworkers are trainers.
- Useful for training new employees, upgrading experienced employees’ skills, and cross-training.
On-the-Job Training (OJT)

- **Advantages**
  - requires less time and cost than formal training
  - customized and offered at any time
  - focuses on actual job content

- **Disadvantages**
  - may be inconsistent
  - bad habits may be passed on
Enhancing OJT

- Break tasks down into important steps
- Prepare resources and support
- Show trainees how to perform the task and explain key points
- Have the trainee practice small parts and then entire tasks
- Provide feedback
- Have the trainee practice until accurate reproduction is achieved
Self-Directed Learning

- Places complete responsibility for learning on the learner, including when learning will take place and with whom

- Content is pre-determined, but trainees can learn the content at their own pace and in their own way

- Trainers should be available to answer questions and facilitate learning
Self-Directed Learning

- Advantages
  - flexibility for trainees
  - fewer trainers, facilities, and resources required
  - consistent training content

- Disadvantages
  - may place too much responsibility on learners
  - may be costly
Developing Self-Directed Learning

- Conduct a job analysis to identify the tasks
- Write trainee-centered learning objectives
- Develop the content for a learning packet
- Break content into small chunks
- Develop an evaluation package
Apprenticeships

- Work-study type training involving on-the-job and classroom training
- Typically sponsored by a company or trade union
- Common in skilled trades, such as for an electrician, carpenter, and plumber
Apprenticeships

O Trainee advantages
  o earn pay while they learn
  o wages increase as skills improve
  o competitive job offers

O Trainee disadvantages
  o historically restricted access to women and minorities
Apprenticeships

- **Employer advantages**
  - meet specific business needs
  - attract talented employees
  - trainees are skilled and motivated

- **Employer disadvantages**
  - costly
  - potentially narrow skill set
Simulations

- Training method that represents a real-life situation where trainees’ decisions result in outcomes that mirror what would happen on the job.

- The best simulations have a high degree of identical elements.
Simulations

- **Advantages**
  - highly realistic hands-on practice
  - allow trainees to make mistakes

- **Disadvantages**
  - potentially expensive to develop
  - may be difficult to incorporate identical elements
Case Study

O In-depth scenario how employees or an organization dealt with a difficult situation

O Trainees are required to analyze and critique the actions taken, indicate appropriate actions, and suggest what should have been done differently

O Individuals learn through a process of discovery
Case Study

O Advantages
  o useful for developing intellectual skills
  o engage learners

O Disadvantages
  o trainees must be highly motivated and have a degree of expertise
  o recommendations are merely hypothetical
Business Games

- Primarily used for management skill development
- Require trainees to actively gather information, analyze, and make decisions
- Stimulate learning because participants are actively involved and because games mimic the competitive nature of business
Business Games

- Common characteristics of games:
  - involve a contest or competition
  - designed to demonstrate an application of a knowledge or skill
  - alternative courses of action are available
  - trainees do not know for certain the consequences of their actions
  - rules limit participant behavior
Business Games

° Advantages
  o can be used for training that would otherwise involve risk of accident or high cost
    o active involvement

° Disadvantages
  o difficult to develop
  o not always realistic
  o trainees must be motivated
Role Plays

- Require trainees take on a role, such as a manager or disgruntled employee, and explore what is involved in the role.

- Often included in programs focused on the development of interpersonal skills.
Role Plays

O Advantages
  o allow trainees to practice skills
  o trainees are engaged

O Disadvantages
  o trainees may not always take role playing seriously
  o scenarios may not be realistic
Enhancing Role Plays

- Explain the background and context
- Provide a script with sufficient detail
- Arrange the room so other trainees can see
- Provide observation sheets and checklists that highlight key issues
- Provide sufficient time to debrief and provide feedback
Behavior Modeling

- Hands-on method that involves presenting to trainees a model, highlighting the key aspects of the model, practice, and feedback

- Based on social learning theory

- Highly effective for interpersonal skills
Effective Modeling Displays

- Clear presentation of the key behaviors
- A model that is credible to trainees
- An overview of the behaviors
- Repetition of each behavior
- A review of the behaviors
- Models using the behaviors correctly and incorrectly
Behavior Modeling

- Advantages
  - hands-on practice
  - highly effective in promoting transfer

- Disadvantages
  - potentially time-consuming to implement
Adventure Learning

- Method aimed at developing teamwork, leadership skills, and self-awareness

- Activities range from highly strenuous and challenging ones, such as mountain climbing, to less challenging ones, such as rope courses

- Exercises must be related to a specific learning objective
Adventure Learning

**Advantages**
- trainees interact and build relationships
- can be self-enlightening and invigorating

**Disadvantages**
- potential physical harm
- costly
- not all trainees may be motivated
Team Training

- Three key aspects of team performance
  - Behavior—teams must communicate, coordinate, adapt, and complete complex tasks
  - Knowledge—teams must have “mental models” that allow them to function effectively
  - Attitudes—members must have favorable attitudes toward each other
Elements of Team Training

Tools
- Team Task Analysis
- Performance Measurement
- Task Simulation and Exercises
- Feedback
- Principles

Methods
- Information-Based
- Demonstration-Based
- Video
- Practice-Based
- Guided Practice
- Role Play

Strategies
- Cross Training
- Coordination Training
- Team Leader Training

Team Training Objectives

Content
- Knowledge
- Skills
- Attitudes
Team Training

O Advantages
  o when properly designed, team training generally results in more effective teams

O Disadvantages
  o potentially costly
  o time consuming
Action Learning

- Involves assigning teams an actual problem, committing to an action plan, and holding them accountable.

- Used to solve important problems, develop leaders, build teams, and transform organizational cultures.

- Typically involves teams of 6 to 30.
Action Learning

○ Advantages
  ○ highly interactive and engaging
  ○ highly effective in developing the target skills and promoting transfer

○ Disadvantages
  ○ requires trainees with a high level of ability
Choosing a Method

- A variety of considerations should be taken into account
  - The learning outcome, which the most important
  - The learning environment
  - Transfer of training considerations
  - Cost
  - Overall effectiveness

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General Trends

- There is considerable overlap in learning outcomes across methods.
- Hands-on methods are more effective than presentation methods.
- Presentation methods are less expensive.
- Where possible, use multiple methods to capitalize on the strengths of each.