What is Training and Development? (T&D)

- **Training**: Provides the knowledge and skills needed for their present jobs.
  - Designed to improve competencies and organizational performance

- **Development**: Goes beyond today’s job, has longer-term focus
Training & Development Elements

Training

Short-term

Individual

Career Development

Long-term

Organizational Development

Organizational Learning

Organization
Training and Development (T&D) Process

External Environment

Internal Environment

Determine Specific T&D Needs

Establish Specific T&D Objectives

Select T&D Method(s) and Delivery System(s)

Implement T&D Programs

Evaluate T&D Programs

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Learning Organization as a Strategic Mindset

- Recognizes the importance of continuous performance-related T&D and takes appropriate action; basic characteristics:
  - Provides supportive learning environment
  - Provides specific learning processes and practices
  - Leadership behavior in organization supports and reinforces learning
- Learning programs aligned with strategic corporate goals
Determining Specific Training and Development Needs

Systematic approach to addressing needs:

- Organizational needs analysis
- Task analysis
- Person analysis
Establishing Specific Training and Development Objectives

- Desired end results must be determined
- Clear and concise learning objectives must be formulated
Training Objectives: Employment Compliance (example)

Training Area: Employment Compliance

Purpose To provide the supervisor with

1. Knowledge and value of consistent human resource practices
2. The intent of Equal Employment Opportunity Commission (EEOC) legal requirements
3. The skills to apply them

Objectives To be able to

1. Cite the supervisory areas affected by employment laws on discrimination
2. Identify acceptable and unacceptable actions
3. State how to get help on EEOC matters
4. Describe why we have disciplinary action and grievance procedures
5. Describe our disciplinary action and grievance procedures, including who is covered

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Training & Development Methods

- Classroom method
- E-learning
- Case study
- Behavior modeling
- Role playing

- Apprenticeship training
- Team training
- Training (business) games
- In-basket training
- On-the-job training
Classroom Method

- Continues to be effective for many types of employee training
- Conveys great deal of information in a relatively short time
- Allows for real-time discussion
- Charisma or personality that the instructor brings to class
E-Learning

- Online instruction
- Takes advantage of technology for greater flexibility of instruction
- Often most convenient delivery method for adult learners
- Major advantage is cost
Live Virtual Classroom

- Uses web-based platform to stream live, instructor-led training to geographically dispersed learners
- Training can be provided in blocks of time
- Provides both cost savings and convenience
Case Study

- Trainees study the information provided in the case
- Make decisions based on it (stresses critical thinking)
- Often used with instructor who serves as facilitator of group activity
Behavior Modeling

- Trainees learn by copying or replicating behaviors of others
- May show how to handle various situations
Behavior Modeling via Twittering

Twittering can be a way to augment behavior modeling

- A person who excels at a task sends out frequent updates about what he or she is doing
- Select exemplary performers to post regularly, and pick those who should follow their posts
Role-Playing

- Participants respond to specific problems they encounter in jobs by acting out real-world situations
- Used to teach skills such as:
  - Interviewing
  - Grievance handling
  - Performance appraisal reviews
  - Conference leadership
  - Team problem solving
  - Communication
Training Games

- Aids in group dynamic process
- Encourages learner involvement and stimulates interest
- Learner retains 75% of the knowledge they acquire when playing games
Business Games

- Permit participants to assume roles such as president, controller, or marketing vice president of two or more similar hypothetical organizations.

- Compete against each other by manipulating selected factors in a particular business situation.
In-Basket Training

Participant is asked to establish priorities for and then handle a number of typical:

- Business papers or e-mail messages
- Memoranda
- Reports
- Telephone messages
On-the-Job Training (OJT)

- Employee learns job tasks by actually performing them
- Most commonly used T&D method
- What has been learned can be immediately related to the actual task
Apprenticeship Training

- Classroom instruction with on-the-job training
- Traditionally used in skilled trade jobs
- Apprentice earns less than master craftsperson instructor
Team Training

- Focuses on imparting knowledge and skills to individuals who are expected to work collectively toward meeting a common objective

- Two types:
  - Team coordination training
  - Cross-training
Delivery Systems for Training & Development

- Corporate universities
- Colleges and universities
- Community colleges
- Online higher education
- Vestibule system
- Video media
- Simulators
- Social networking
Corporate Universities

- Delivery system provided by corporate umbrella organization
- Focused on creating organizational change
- Proactive and strategic, rather than reactive and tactical
- Recent years have seen decline of corporate universities
Colleges and Universities

- Primary method for training professional, technical, and management employees
- Corporate training programs often partner with colleges and universities
Community Colleges

- Publicly funded higher education
- Deliver vocational training and associate degree programs
- Rapid technological changes and corporate restructuring have created new demand
Online Higher Education

- Educational opportunities include degree and training programs
- Delivered either entirely or partially via Internet
- Allows employees to attend class at lunchtime, during day or in evening
- Reduces or eliminates commute to school
Types of Online Higher Education

- Hybrid programs
- Online synchronized study
- Asynchronous learning
Vestibule System

- Occurs away from production area
- Uses equipment that closely resembles equipment actually used on the job
- Removes employee from pressure to produce while learning
- Emphasis on learning skills required for job
Simulators

- Devices or programs that are located away from the job site
- Replicate actual job demands
- Example: Flight simulators used to train pilots
Informal Training through Social Networking

- Today’s employees interact, learn, and work in much different ways and styles
- Often takes place outside the corporate training departments
- **Constructivism**: Teacher guides the learner toward multiple learning sources, rather than acting as the sole source of knowledge
Barriers in Implementing Human Resource Development Programs

- Many managers are action-oriented and feel they are too busy to engage in T&D efforts
- Employee resistance to change
- Qualified trainers must be available
- T&D may require a high degree of creativity on part of HR management
Metrics for Evaluating Training and Development

- Reactions
- Learning
- Behavior
- Organizational results
- Benchmarking
Reactions

- Measure level of trainee satisfaction
  - Non-learning experience could bias some reports
- Good way to quickly and inexpensively obtain feedback
Learning

➤ Determine what participants have learned

➤ Pre-test/post-test control group design
  ➤ Differences are attributed to training provided

➤ Issue: Controlling external variables
Behavior

Testing gives little insight into whether participants will change their behavior.

- Better demonstration of value is when learning translates into lasting behavioral change.
- Transfer of training:
  - Generalization
  - Maintenance
Organizational Results

- Asks whether training programs have actually impacted company performance
- Example: Comparing accident rates before and after training provides a useful metric of success
Return-on-Investment from Training

Example of organizational results training metric

- Highest level of determining training effectiveness is return-on-investment (ROI) from training

- CEOs want to see value in terms that they can appreciate, such as business impact, business alignment and return-on-investment
Benchmarking

Example of organizational results training metric

- Process of monitoring and measuring firm’s internal processes, such as operations, and then comparing data with information from companies that excel in those areas

- Focus on metrics, such as training costs, ratio of training staff to employees, and whether new or more traditional delivery systems are used
Example of organizational results training metric

- One ISO 9001 quality assurance standard states:

  “Employees should receive the training and have the knowledge necessary to do their jobs.”

- Must maintain written records of employee training to show that employees have been properly trained.
Factors Influencing T&D

- Top management support
- Shortage of skilled workers
- Technological advances
- Global complexity
- Learning styles
- Other human resource functions
Top Management Support

- Training & Development program will not succeed without it
- Training professionals are having to accomplish more with less resources
Shortage of Skilled Workers

- Major shortages of future skilled workers
- Employers are begging for skilled workers
- Training needs are changing
- Executives are increasingly demanding additional skills
Technological Advances

- Change is occurring at increasing speed
  - Knowledge doubling every year
- No factor has influenced T&D more than technology
How Learning Styles Affect Training Methods

- Need to use a wide range of training methods
- Adults retain:
  - 20% of what they read and hear
  - 40% of what they see
  - 50% of what they say
  - 60% of what they do
  - 90% of what they see, hear, say, and do
Typical HR Training Initiatives

- Orientation (Onboarding)
- Ethics
- Compliance (e.g., Equal Employment Opportunity)
- Diversity
- Safety & Health
Topics of New Employee Orientation

- Employment situation
- Company policies and rules
- Compensation and benefits
- Corporate culture
- Team membership
- Employee development
- Socialization
Career Path

- Flexible line of career movement along which person will travel during work life
- Various types of career paths, some traditional and others developed as the employment relationship has changed
Some Types of Career Paths

- Traditional career path
- Network career path
- Lateral job path
- Dual career track
- Adding value to your career
- Demotion
- Free agents
Traditional Career Path

- Employee progresses vertically in organization from one specific job to the next
- Not a typical career path option today
Network Career Path

- Both vertical job sequence and horizontal opportunities
- Experience interchangeable at certain levels
- Broad experience at one level needed before promotion to next level
Lateral Job Path

- Involves lateral job moves within company
  - Employee becomes revitalized and finds new challenges
- No pay or promotion involved
- Offers opportunities to develop new skills
“Adding Value” to Retain Present Job

- Employees must view themselves as independent contractors who must constantly improve their skills to add value to organization.
- Employees need to develop own plan and “toolbox” of personal skills.
Dual Career Tracks

- Technical specialists contribute expertise without having to become managers
- Often established to encourage and motivate professionals
Demotion

- Available option today, due to limited promotional opportunities and fast pace of technological change
- Senior employee can escape unwanted stress without being a failure
Free Agents

Take charge of all or part of career by being own boss or working for others in ways that fit particular needs or wants
What is Career Planning?

- Ongoing process whereby an individual:
  - Sets career goals
  - Identifies means to achieve them
- Does not necessarily entail promotions
- Flexible process with multiple contingencies for life’s work
- Should evaluate abilities and interests
- Self-assessment and formal methods
Career Planning: Self-Assessment

- Process for learning about oneself
  - Can help avoid mistakes
- Continuous process, not singular event
- Individual responsibility
Strength/Weakness Balance Sheet

- Self-evaluation process developed by Benjamin Franklin
- Individual lists their perceived strengths and weaknesses
- Perception of weakness often becomes a self-fulfilling prophecy
TABLE 8-1

Strength/Weakness Balance Sheet

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work well with people.</td>
<td>Do not like constant supervision.</td>
</tr>
<tr>
<td>Good manager of people.</td>
<td>Often say things without realizing consequences.</td>
</tr>
<tr>
<td>Hard worker.</td>
<td></td>
</tr>
<tr>
<td>Lead by example.</td>
<td></td>
</tr>
<tr>
<td>People respect me as being fair and impartial.</td>
<td>Cannot stand to sit at a desk all the time.</td>
</tr>
<tr>
<td>Tremendous amount of energy.</td>
<td>Basically a rebel at heart but have portrayed myself as just the opposite.</td>
</tr>
<tr>
<td></td>
<td>My conservatism has gotten me jobs that I emotionally did not want.</td>
</tr>
<tr>
<td>Get the job done when it is defined.</td>
<td>Am sometimes nervous in an unfamiliar environment.</td>
</tr>
<tr>
<td>Excellent at organizing other people's time.</td>
<td>Interest level hits peaks and valleys.</td>
</tr>
<tr>
<td>Can get the most out of people who are working for me.</td>
<td>Exclusively better at long-range planning.</td>
</tr>
<tr>
<td>Have a great amount of empathy.</td>
<td>Impatient—want to have things happen fast.</td>
</tr>
<tr>
<td></td>
<td>Do not like details.</td>
</tr>
</tbody>
</table>
Likes and Dislikes Survey

- Assists individuals in recognizing restrictions they place on themselves
- Identifies desirable and undesirable job qualities
# TABLE 8-2

### Likes and Dislikes Survey

<table>
<thead>
<tr>
<th>Likes</th>
<th>Dislikes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enjoy traveling</td>
<td>Do not want to work for a large firm</td>
</tr>
<tr>
<td>Would like to live in the Southeast United States</td>
<td>Would not want to work in a large city</td>
</tr>
<tr>
<td>Enjoy being my own boss</td>
<td>Would not like to work behind a desk all day</td>
</tr>
<tr>
<td>Would like to live in a medium-sized city</td>
<td>Would not like to wear suits all the time</td>
</tr>
<tr>
<td>Enjoy watching football and baseball</td>
<td></td>
</tr>
<tr>
<td>Enjoy playing racquetball</td>
<td></td>
</tr>
</tbody>
</table>
Formal Assessment

- **Formal assessment**: External approach to facilitate self-evaluation
- Perhaps best-known example is the Myers-Briggs Type Indicator. This assessment tool asks dozens of questions that elicit an individual’s preferences for how they would behave in different situations
Myers-Briggs Type Inventory

Describes four preferences for how a person would behave in different situations:

- Energy
- Information-gathering
- Decision making
- Lifestyle
Career Development

- Formal approach used by organization to ensure people with proper qualifications and experiences available when needed

- Career planning rests with the employee. Career development must closely parallel individual career planning if a firm is to retain its best and brightest workers.
Objectives of Career Development

- Satisfaction of employees’ specific development needs
- Improvement of performance
- Increased employee loyalty, motivation, and retention
- Method of determining training and development needs
Objectives of Career Development (Cont.)

- Effective development of available talent
- Self-appraisal opportunities for employees considering new or nontraditional career paths
- Development of career paths that cut across divisions and geographic locations
- Demonstration of tangible commitment to developing diverse work environment
Career Development Methods

- Manager/employee self-service
- Discussion with knowledgeable individuals
- Company material
- Performance appraisal system
- Workshops
Management Development

- Upgrading skills and knowledge needed in current and future managerial positions
- Managers keep up with latest developments in their fields while managing ever-changing workforce in dynamic environment
- First-line supervisors, middle managers, and executives may all participate
Mentoring

- Approach to advising, coaching, and nurturing

- Creating practical relationship to enhance:
  - Individual career
  - Personal and professional growth and development

- Mentor can be located anywhere
- Relationship can be formal or informal
Coaching

- Often considered responsibility of immediate boss or supervisor
- Coach provides assistance much like a mentor would
- Customized employee development
Reverse Mentoring

- Process through which older employees learn from younger employees
- Existence of these two diverse groups has led to reverse mentoring
Organization Development Methods

- Survey feedback
- Quality circles
- Team building
Survey Feedback Steps

- Members of organization involved in planning survey
- All members of organizational unit participate in survey
- OD consultant usually analyzes data and tabulates results
- Data feedback
- Feedback meetings
Quality Circles

Groups of employees who voluntarily meet regularly with supervisors to:

- Discuss problems
- Investigate causes
- Recommend solutions
Team Building

- Conscious effort to develop effective workgroups
- Uses self-directed teams
- Small group of employees responsible for entire work process
- Members work together to improve their operation
Training in the Global Context

- Training approaches differ around the world
- Apprenticeship model is more prevalent in Europe, especially Germany, than in the United States
- Language and cultural differences play an important role (e.g., literal translations not always evident in two different languages)