

Training



Objectives

After reading this chapter, you should be able to:

1. Discuss how training can help companies gain a competitive advantage.
2. Explain the role of the manager in identifying training and supporting use of training on-the-job.
3. Conduct a needs assessment.
4. Evaluate employees' readiness for training.
5. Discuss the strengths and weaknesses of presentation, hands-on, and group training methods.
6. Explain the potential advantages of e-learning for training.
7. Design a training session to maximize learning.
8. Choose an appropriate evaluation design based objectives and analysis of constraints.
9. Develop a cross-cultural preparation program.
10. Develop a program for effectively managing diversity.



Training and Learning Organization

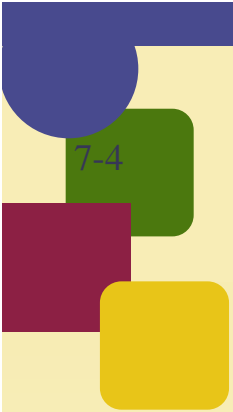
- **Training** refers to a planned effort by a company to facilitate the learning of job related knowledge, skills, or behavior by employees.
- **High-leverage training** is linked to strategic business goals and objectives, is supported by top-management, relies on an instructional design model to ensure the quality of training and to contain costs, and is compared or benchmarked to programs in other organizations.
- **A learning organization** is one whose employees are continuously attempting to learn new things and apply what they learn to improve product or service quality.



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Essential Features of Learning Organizations

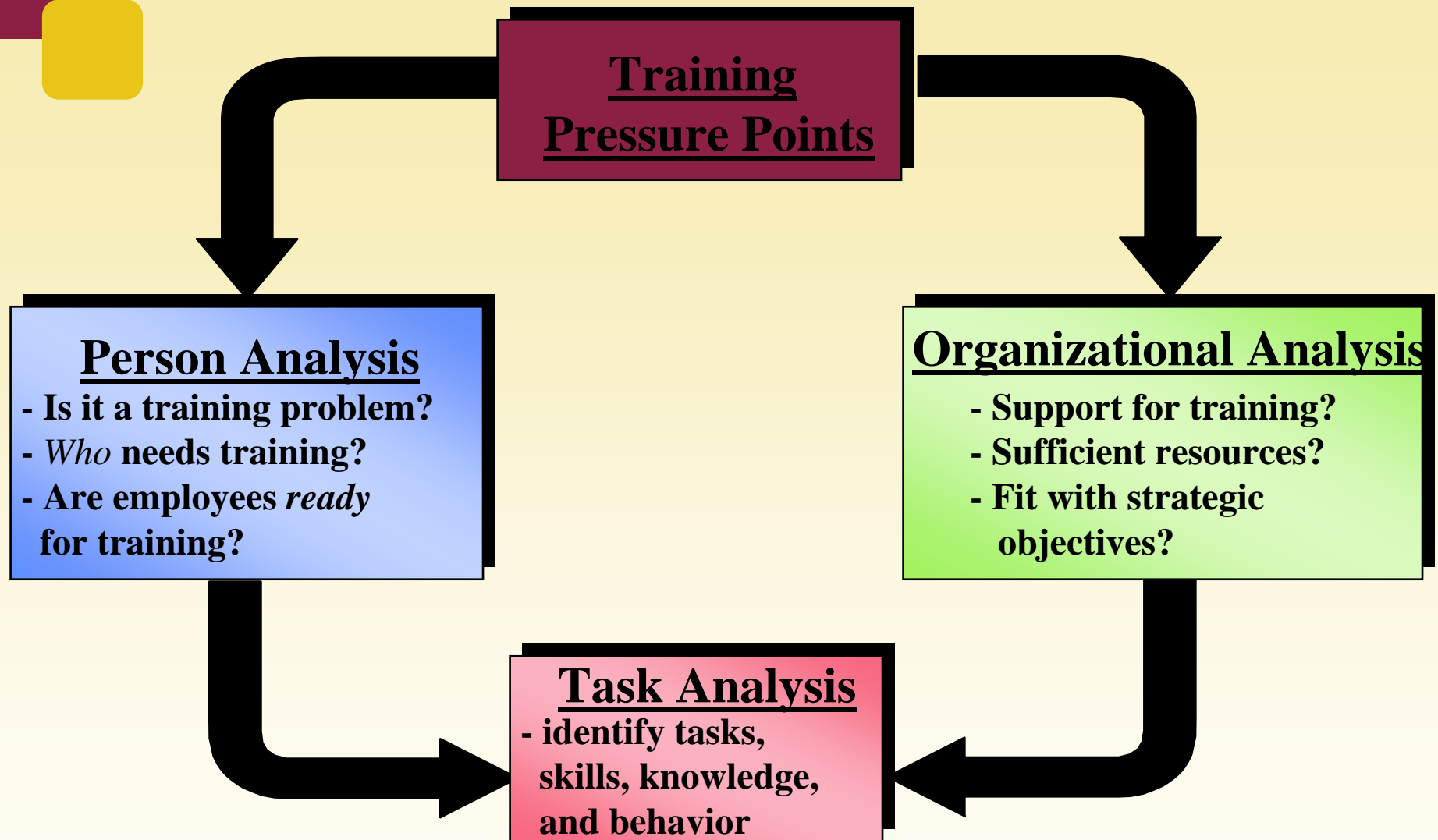
- **Continuous learning**
- **Knowledge generation and sharing**
- **Critical systematic thinking**
- **Learning culture**
- **Encouragement of flexibility and experimentation**
- **Valuing of employees**



Designing Effective Training Systems

- **Conduct needs analysis**
- **Ensure employee readiness for training**
- **Create learning environment**
- **Ensure transfer of training**
- **Evaluate training program**

The Needs Assessment Process



Implications of Business Strategy for Training

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<u>Strategy</u>	<u>How Achieved</u>	<u>Key Issues</u>	<u>Training Implications</u>
Concentration	<ul style="list-style-type: none">- improve quality	<ul style="list-style-type: none">- current skills- develop work force	<ul style="list-style-type: none">- team building- cross-training- people skills- on-the-job



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Internal Growth	<ul style="list-style-type: none">- global expansion- new products- joint ventures	<ul style="list-style-type: none">- innovation- creating new jobs & tasks	<ul style="list-style-type: none">- cultural training- creativity training- communication- technical skills- conflict resolution

Implications of Business Strategy for Training

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External Growth (acquisition)	<ul style="list-style-type: none"> - acquire firms 	<ul style="list-style-type: none"> - integration - redundancy - restructuring 	<ul style="list-style-type: none"> - integrate training systems - team building - identify capabilities

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Disinvestment	<ul style="list-style-type: none"> - cost/asset reduction - redefine goals - sell assets 	<ul style="list-style-type: none"> - efficiency 	<ul style="list-style-type: none"> - stress management - time management - cross-training - outplacement



Ensuring Employees' Readiness for Training

Motivation to learn can be increased by ensuring that employee's

- *believe they can learn training content*
- *understand the benefits of training*
- *are aware of their career interests, training needs and goals*
- *understand the effects of work environment*
 - *situational constraints*
 - *social support*
- *possess basic (literacy) skills*



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Creating a Learning Environment

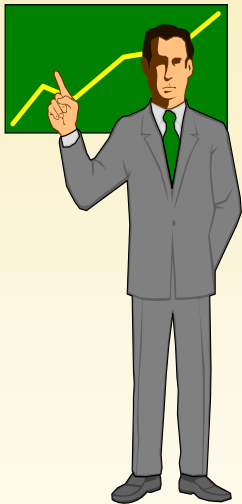
Needs of employees to enhance learning

- *Know* training objectives
- *Link* own experiences to training
- *Opportunities* to practice
- *Feedback*
- *Learn* by observing others
- *Coordinated* training programs

Ensure Transfer of Training

- **Climate for transfer**
- **Make self-management a part of training**
- **Opportunities to use training**
- **Peer and manager support**
- **Technological support**

Training Methods



- 1 **Presentation Techniques**
 - classroom instruction
 - distance learning, and audio visual
- 2 **Hands - on Techniques**
 - on-the-job training (OJT)
 - self-directed learning
 - apprenticeship
 - simulations
 - business games, case studies
 - behavior modeling
 - interactive video
- 3 **Group-building methods**
 - adventure (wilderness) learning
 - team training, and action learning

Evaluating Training Programs

Five categories of evaluation include:

- **Cognitive**
 - Knowledge of program content
- **Skill-based**
 - technical skills or behavior
- **Affective**
 - reaction of trainee program
- **Results**
 - effect on company performance
- **Return on Investment**
 - what of value does the company gain

Reasons for Evaluating Training

- **Determine if program met objectives**
- **Determine trainee's reaction to program content and administration**
- **Determine benefits / costs of program**
- **Help select the best program**

Training Evaluation Designs

- **Pretest / Posttest with comparison group**
- **Pretest / Posttest**
- **Posttest only**
- **Time series**



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Factors in Choosing an Evaluation Design

- **Size of program**
- **Purpose**
- **Implications if program fails**
- **Company norms**
- **Costs of conducting evaluation**
- **Speed needed in obtaining data on program effectiveness**



Cost-Benefit Analysis

- **Determine Costs**
- **Determine Benefits**
- **Make Analysis**

Legal Issues

■ Legal

- injury during training
- Confidentiality
- using copyrighted material
- diversity of participants
- equal treatment of employees
- attendance requirements
- revealing discriminatory information
- accommodate disabled trainees





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Three Phases of Cross-Cultural Preparation

- **Predeparture Phase**
- **On-site training**
- **Repatriation**

Managing Work Force Diversity

- **Through adherence to legislation**
- **Through diversity training programs**
 - **Attitude awareness and change programs**
 - **Behavior-based programs**

Three Phases of Socialization

- **Anticipatory socialization**
- **Encounter**
- **Settling in**