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TRAINING AND DEVELOPMENT

MPH_AHRM – Spring 2021

Guiding questions

1. Why to train and develop your employees?

2. What is employee training and development?

3. How does training and development contribute to organizational success?

4. Implications

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Why to train and develop your employees?

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Reasons for training and development in organisations

External stimuli

– labour market

– school / education system

– education and training services market

– business cooperation opportunities

– legislation

– changing values in the society

– …

Internal stimuli

– skill shortage

– management shortage

– employee commitment and loyalty building

– decentralization of knowledge

– changing organisational structure

– increased customer orientation

– innovation capability building

– …

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What is employee training and development?

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Training and development: Definition

Training is an organized activity aimed at imparting information and/or instructions to improve the recipient's performance or to help them attain a required level of knowledge or skill.

Development is the holistic, long-term growth of individuals in order to perform future roles and responsibilities.

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Types of employee training and development

- Main types:

  - Basic skills (in reading comprehension, writing, and math) training

  - Technical skills training

  - Problem-solving skills training

  - Interpersonal skills traiing

- Additional types:

  - Civility training

  - Ethics training

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Basic skills training

- Research shows that some employers believe that high school graduates lack basic skills in reading comprehension, writing, and math.

- As work has become more sophisticated, the need for these basic skills has grown significantly.

- Illiteracy is a worldwide problem – from the most developer countries to the least.

- Methods:

  - Lectures

  - …

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Technical skills training

– Most HR training is directed at upgrading employees' technical skills.

– Technical skills training is important for

  – new technology

  – new structural designs

– Methods:

  – Lectures

  – Drill (meaningful repetitive practice exercises)

  – …

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Problem-solving skills training

– Problem-solving training for managers and other employees can include:

  – Activities to sharpen their logic, reasoning, and problém defining skills.

  – Activities to improve their abilities to assess causation, develop and analyse alternatives, and select solutions.

– Methods:

  – Case studies

  – …

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Interpersonal skills training

– Almost all employees belong to a work unit where their work performance depends on their ability to **effectively** interact with coworkers and bosses.

– Interpersonal skills trainings helps to develop the micro-social level of an organization.

– Methods:

  – T-Groups

  – Team building activities (indoor, outdoor,…)

  – …

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Civility training

− As HR managers have become more aware of the effects of social behavior in the workplace, they have paid more attention to incivility, bullying, and abusive supervision in organisations.

− Consequences of incivility in the workplace: decreased job satisfaction, reduced job performance, psychological withdrawal from the workplace,…

− To minimize incivility, bullying and abusive supervision, training specifically targeted to building civility can be used.

− Methods:

  − Directed conversations about civility

  − Support centres in organisations

  − …

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Ethics training

– It is common for employees to receive ethics and values guidance

– Can ethics be taught?

– Critics argue that ethics are based on values, and value systems are fixed at an early age.

– Supporters say values can be learned, and that training is helpful for recognizing ethical dilemmas and ethical issues.

– Methods:

  – incorporating ethics and value guidance in new-employee orientations

  – code of ethics

  – …

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Training methods 1/2

- **Formal training**

  - Planned in advance

  - Structured format

- **Informal training**

  - Unstructured

  - Unplanned

  - Easily adapted to situations and individuals

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Training methods 2/2

On-the-job

- Job instruction(s)
- Understudy assignments
- Formal mentoring programs
- Apprenticeships
- Job rotation
- Job enlargement
- …

Near-the-job

- Workshops
- Simulation games
- …

Off-the job

- Live classroom lectures
- Public seminars
- Self-study
- Internet courses
- E-trainings (computer-based trainings)
- …

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Evaluating effectiveness of training and development programs

- How much are participants satisfied?

- How much did participants learn?

- How much is transferred from training to the job?

- What is the financial return on investments in an employee training / development program?

- …

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How does training and development contribute to organizational success?

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- ❖ Increased capacity to adopt new technologies and methods

- ❖ Increased workforce creativity and flexibility

- ❖ Increased innovation in strategies and products

- ❖ Increased efficiencies in processes, resulting in financial gain

- ❖ Enhanced company image

- ❖ Replacement and succession planning

- ❖ Increased job satisfaction among employees

- ❖ Reduced employee turnover

- ❖ Promoting employee commitment and loyalty

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Implications

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❖Use training and development programs for your employees to achieve direct improvement in the skills necessary to successfully complete the job. Employees who are motivated will use those skills for their greater productivity.

❖Training and development programs offer ways to achieve new skill levels and thus add value to your organization.

❖Successful training and development programs include ethical component.

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Discussion

References

- Robbins, S. P., & Judge, T. A. (2017). Organizational Behavior. Pearson.

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