

Ch.9- Training & Development

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Week Seven

Lecture 6



Learning Outcome

1

Understand how training and development activities can contribute to an organization's strategic objectives

2

Describe how to conduct a needs assessment as part of a training program

3

Explain the different modes of delivery of training and how to maximize transfer of training

4

Understanding various levels of evaluation of training and the benefits and limitations of each

5

Describe the role of organizational development in promoting change with an organization

6

Understand the critical link between training, performance management, and compensation

Introduction

- ☐ Organizations that view employees as assets invest heavily in training and development.
- ☐ Training focuses on immediate skill acquisition, while development prepares employees for future challenges.
- ☐ The term "learning" is preferred to emphasize a broader and ongoing process.
- ☐ Effective learning requires reinforcement through the organization's reward system.

Strategic Importance for Training and Development

- ☐ Rapid technological advancements make skills obsolete quickly. Training ensures employees use the latest technologies.
- ☐ Restructured jobs with broader responsibilities require employees to develop teamwork, communication, and problem-solving skills.
- ☐ Mergers and acquisitions necessitate integrating employees from different cultures, requiring cultural sensitivity training.
- ☐ Increased employee mobility necessitates onboarding and integrating new hires more effectively.
- ☐ Globalization demands managers to possess intercultural skills.

Sofitel Rebranding Through Employee Training

Challenge:

Sofitel, a luxury hotel chain, faced increased competition in the high-end market. They needed to differentiate themselves and offer a unique guest experience.

Solution:

Rebranding Program: Sofitel embarked on a program to position itself as an exclusive brand with a focus on guest experience.

Employee Training as a Key Strategy: An extensive, two-year training program was launched across all 40 countries and 25,000 employees.

Target Audience: All employees, from new hires to executives.

Training Format: On-site training at individual hotels delivered by a corporate training team.

Training Focus: Creating a sense of luxury for guests, and empowering employees to personalize guest experiences.

Sofitel Rebranding Through Employee Training

Rewards:

- ☐ Gift certificates
- ☐ Celebrations
- ☐ Accreditation
- ☐ Increased responsibilities

Ongoing Training: Monthly training for employees who completed the initial program.

Results:

Improved Guest Satisfaction: Training contributed significantly to guest satisfaction.

Employee Retention: The program also helped retain employees.

Standard Training Needs

- ☐ New hires need orientation and socialization programs to understand the organization's culture, policies, and operations.
- ☐ Organizations promoting from within require ongoing training to keep employees updated on industry trends and technologies.
- ☐ New hires from outside the organization need to be socialized into the company's norms and network with colleagues.

New-hire Training & orientation

- ☐ New-hire orientation can be overwhelming if not designed strategically.
- ☐ Ideally, it should connect individual jobs to the organization's success and overall strategy.
- ☐ Programs should allow for questions, interaction, and network building amongst new hires and colleagues.
- ☐ Rotational programs expose new hires to different areas of the organization.
- ☐ This helps them find a good fit between their skills and interests and the company's needs.
- ☐ While expensive initially, rotations benefit the company in the long run.

Benefits of Rotation Program

Rotational programs expose new hires to different areas of the organization. This helps them find a good fit between their skills and interests and the company's needs. While expensive initially, rotations benefit the company in the long run.

Benefits for Employers:

Increased flexibility in assigning work tasks.

Employees understand how their role contributes to the whole.

Reduced risk of knowledge being concentrated in a single person.

Benefits for Employees:

Increased job satisfaction and retention through opportunity exploration

MicroStrategy Boot Camp Orientation Program

MicroStrategy, a data mining leader based in Virginia, has a unique approach to onboarding new employees. Their program, known as "boot camp," goes beyond typical orientation and aims to immerse new hires in the company's culture from the very first day.

Key Points:

- ☐ **Mandatory for All:** This intensive program is a written requirement in every employment contract, ensuring all employees across 18 states and 35 countries experience MicroStrategy's culture.
- ☐ **Founder's Vision:** Driven by the company's founder, Michael Saylor, boot camp is designed to expose and commit each employee to the core values and beliefs of MicroStrategy.

MicroStrategy Boot Camp Orientation Program

- ❑ **Tailored Programs:** Three variations exist – a general three-day boot camp, a two-week sales boot camp, and a five-week technical boot camp – each catering to different employee groups and focusing on relevant skills.
- ❑ **Testing and Reinforcement:** All boot camps utilize examinations and assessments to solidify learning, with the technical program featuring continuous testing.
- ❑ **Positive Feedback:** Despite the intensity, employee feedback has been overwhelmingly positive. The only reported complaint is that the program feels too short, indicating a strong desire for deeper cultural immersion

Benefits & Challenges of Training Program

For Employees: Increased skills and marketability, making them more marketable and adaptable to changing job landscapes. lead to better job opportunities.

For Employers:

- ☐ Organizations benefit from a more skilled and flexible workforce that can take on varied responsibilities.
- ☐ Leads to Improved financial performance.

Benefits & Challenges of Training Program

Key Challenges

- ☐ Training improves employee performance and value, but also makes them more attractive to competitors.
- ☐ This is especially true for technical employees who see training as a way to find a new job.

Key factors to consider

Decision Makers should view training and development as Long term Investment

Centralized vs. Decentralized Training:

- ☐ Centralized training offers cost-efficiency and consistency across the organization.
- ☐ Decentralized training caters better to specific needs of different business units.

Integration with HR Strategy:

Effective training aligns with staffing strategies, allowing for targeted development and minimizing remedial needs for new hires.

Planning and Strategizing Training:

Developing successful training programs requires careful planning and strategizing. This involves four main steps:

- ❑ **Needs Assessment:** Identify the need for training and analyze its fit within the organization's context.
- ❑ **Set Objectives and Measures:** Define what the training aims to achieve and how success will be measured.
- ❑ **Deliver the Training:** Implement the training program according to the plan.
- ❑ **Evaluate:** Assess the effectiveness of the training program after delivery.

Needs Assessment - Three Levels:

- ❑ **Organizational Level:** Analyze the training's impact on the organization's culture, strategy, and daily operations. Consider costs and benefits, including "opportunity costs" (what else could be done with the resources?).
- ❑ **Task Level:** Identify the skills and knowledge needed for specific job duties. Explore where learning should happen (on or off the job), how to minimize mistakes, and if similar training needs exist for other jobs.
- ❑ **Individual Level:** Analyze trainees' existing skills and learning styles. Consider personality, interpersonal skills, and any special needs that could affect training design and delivery.

Objectives, Design, and Delivery in Training Programs

Setting Objectives:

- ☐ Training objectives should be specific, measurable, and directly address identified training needs.
- ☐ Objectives should define desired employee behaviors and expected results from those behaviors.
- ☐ Vague objectives hinder successful evaluation and program improvement.
- ☐ Performance data from the organization's performance management system can be a valuable source for setting objectives.

Overcoming Challenges in Training Design

Interference: Prior learning, habits, or established work practices can hinder new learning. Trainers should anticipate potential interference and develop strategies to overcome it.

Transfer: The ability to apply new skills and knowledge on the job is crucial. Training design and delivery should maximize transfer by simulating real-world work conditions whenever possible.

Enhancing Transfer Through Delivery

Supportive organizational environment: CEO and senior leader participation signals the importance of training.

Simulating real-world work conditions:

On-the-job training (when feasible) allows immediate application of skills.

Off-the-job training with simulations (case studies, role plays) can replicate work settings.

Online Computer-Based Instruction (OCBI)

Benefits:

- ❑ **Self-paced learning:** Individuals can learn at their own speed and comfort level.
- ❑ **Adaptable:** Can be customized to different employee needs.
- ❑ **Easy delivery:** Accessible from any workstation or home computer.
- ❑ **Cost-effective:** Efficient for geographically dispersed organizations.
- ❑ **Convenience:** Training can be undertaken anytime, without scheduling.

Online Computer-Based Instruction (OCBI)

Drawbacks:

- ☐ **Self-motivation:** Learners need to be self-motivated and take initiative.
- ☐ **High development cost:** Creating interactive online materials can be expensive.
- ☐ **Outdated content:** Content may need frequent updates and revisions.
- ☐ **Limited interaction:** Lack of interaction and two-way communication can hinder learning for some

Qualcomm: A Leader in Customized, Strategic Computer-Based Training

Qualcomm, a San Diego-based giant in wireless communication technology, stands out for its innovative approach to employee training.

Here's what makes their program unique:

- ❑ **Extensive Online Course Library:** They offer over 250 custom-designed courses online, catering to both technical and professional development needs.
- ❑ **Flexibility for Learners:** Courses are designed to accommodate various learning styles and schedules. Options include 24/7 online access and traditional classroom settings (for those who prefer it).
- ❑ **Strategic Focus:** Training is meticulously aligned with Qualcomm's culture and business goals.
- ❑ **Needs Assessment:** Learning specialists actively identify training needs by attending staff meetings, interacting with senior management, and conducting group assessments within business units.

Qualcomm: A Leader in Customized, Strategic Computer-Based Training

- ❑ **Customized Content:** Courses are developed with unique content tailored to the specific needs of each business unit and Qualcomm as a whole.
- ❑ **Integration with Competency Management:** "MySource," an intranet tool, allows employees to track their skills, accomplishments, and career goals. They can then choose relevant learning modules from the online library to facilitate skill development and career advancement.

Benefits of Qualcomm's Approach:

- ❑ **Cost Savings:** Moving to computer-based training has significantly reduced costs associated with traditional, centralized training programs.
- ❑ **Employee Empowerment:** The program effectively unlocks employee potential by providing targeted training, supporting skill development, and facilitating career planning through competency management.

Training Evaluation

Training evaluation is essential to assess the program's effectiveness and determine if it should continue, be modified, or be eliminated.

Four Levels of Training Evaluation (Hierarchy):

1. **Reaction:** Measures trainee satisfaction with the training (trainer, content, facilities) - usually through questionnaires.
 - Low satisfaction might indicate lack of value or interest.
 - High satisfaction doesn't guarantee effectiveness.
2. **Learning:** Measures knowledge or skill acquisition through tests, demonstrations, or simulations.
 - No learning suggests the training was ineffective.
 - Learning is a prerequisite for behavior change.

Training Evaluation

Four Levels of Training Evaluation (Hierarchy):

3. Behavior: Measures on-the-job application of new skills or knowledge.

- Behavior change indicates successful transfer of training.
- Evaluated through performance appraisals by supervisors.
- No change in behavior suggests no improvement in performance.

4. Results: Measures the overall impact of training on organizational outcomes (productivity, efficiency, customer service, etc.).

- Evaluated through reports, sales figures, surveys, etc.
- Results may take time to appear due to ongoing training or skill development needs.

Training Evaluation

Four Levels of Training Evaluation		
Level	Questions Being Asked	Measures
Results	Is the organization or unit better because of the training?	Accidents Quality Productivity Turnover Morale Costs Profits
Behavior	Are trainees behaving differently on the job after training? Are they using the skills and knowledge they learned in training?	Performance appraisal by superior, peer, client, subordinate
Learning	To what extent do trainees have greater knowledge or skill after the training program than they did before?	Written tests Performance tests Graded simulations
Reaction	Did the trainees like the program, the trainers, the facilities? Do they think the course was useful? What improvements can they suggest?	Questionnaires

Choosing the Right Level

- ☐ While results are often most relevant, focusing solely on short-term outcomes might lead to abandoning valuable training programs.
- ☐ Some training, like leadership development, might be better assessed by measuring learning rather than results.

Recommendation:

Consider all four levels (partially or fully) when deciding how to evaluate training, based on your organization's strategy.

Organizational Development (OD)

Focus:

- ☐ OD focuses on improving an organization's **overall effectiveness** through planned interventions.
- ☐ It contrasts with training and development, which targets individual skills for improved productivity.

Scope:

- ☐ OD takes a **macro** or organization-wide perspective, looking at processes, culture, and overall performance.
- ☐ It considers the organization as an open system influenced by external factors and internal interconnectedness.

Organizational Development (OD)

Interventions:

- ☐ OD interventions address various needs, including culture change, mergers, learning, knowledge management, and process improvement.
- ☐ They consider both performance and human aspects, promoting values like respect, inclusion, and collaboration.

Key Considerations

- ❑ **Interpersonal relationships:** Effective OD requires developing strong interpersonal relationships, especially within leadership teams.
- ❑ **Leadership development:** Strong leadership programs are linked to improved financial performance. Models like NASA's can guide leadership development efforts.
- ❑ **Team dynamics:** As discussed in Chapter 6, teams have distinct learning and training needs that OD initiatives must address.

Integrating Training with Performance and Compensation

Training Reinforcement:

Training alone doesn't guarantee success.

Organizations need to ensure learned skills are applied and rewarded.

Separate HR Functions:

Some large companies have separate departments for training, performance evaluation, and compensation.

Integration is Key:

When these functions are **not** integrated, it's harder to reinforce desired outcomes from training.

Integrating Training with Performance and Compensation

Performance Measurement: Performance evaluations should reflect the skills learned in training, especially critical skills.

Compensation and Training: Compensation should be adjusted to reflect successful application of learned skills.

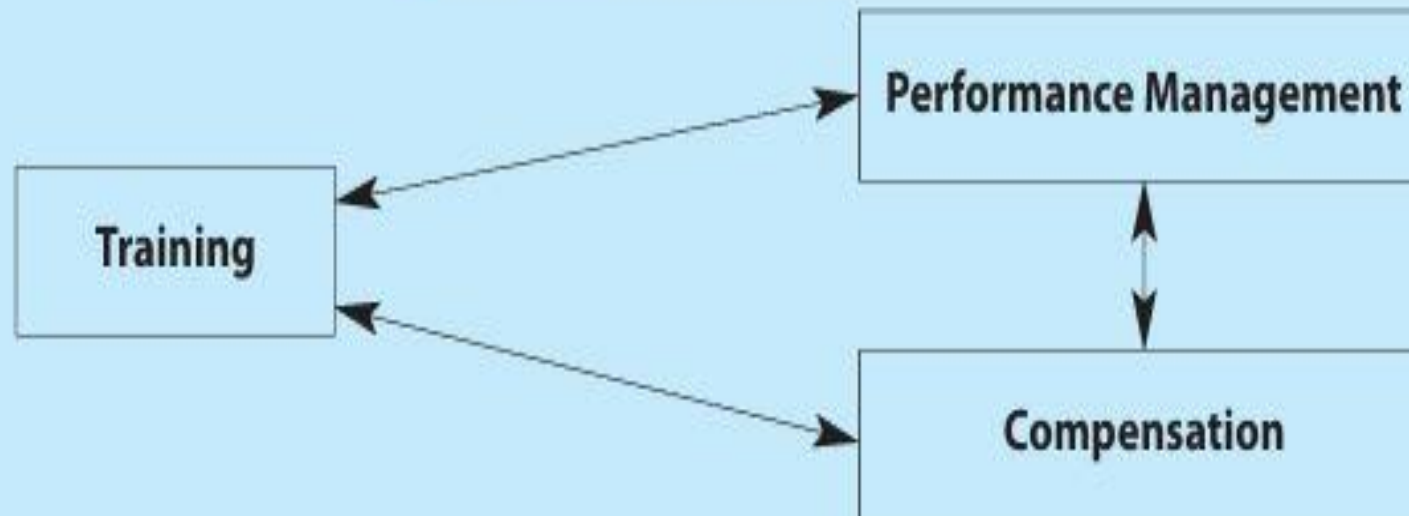
Training Integration: Training linked to performance and compensation systems is more likely to succeed.

Strategic Training: Training needs to be designed within the organization's larger strategy and receive commitment for success.

EXHIBIT

9.6

The Link between Training and Performance Management and Compensation



Hilton's "I Lead" Program: Empowering Managers for Guest Experience Excellence

Hilton, a global hospitality leader, implemented the "I Lead" program, a strategic training initiative focused on empowering managers to drive guest satisfaction and employee engagement. Here's how it mirrors Anheuser-Busch's WIL program:

Target Audience: "I Lead" targets a broad spectrum within the organization, in this case, all hotel managers across various departments and locations.

Program Features:

- ❑ **Blended Learning:** "I Lead" incorporates a mix of online modules, in-person workshops, and on-the-job coaching, catering to diverse learning styles and offering practical application.
- ❑ **Performance Management Integration:** Manager performance reviews track progress on "I Lead" objectives, ensuring consistent implementation.

Hilton's "I Lead" Program: Empowering Managers for Guest Experience Excellence

Development Process:

- ❑ **Needs Assessment:** Hilton identified a gap in leadership skills focused on guest experience and employee motivation.
- ❑ **Competency-Based Training:** The program was designed based on core leadership competencies essential for hotel operations, including communication, coaching, and conflict resolution.

Outcomes:

- ❑ **Improved Guest Satisfaction:** Following the program rollout, Hilton witnessed a significant increase in guest satisfaction scores.
- ❑ **Empowered Employees:** Managers equipped with effective leadership skills are better able to motivate and support their teams, leading to higher employee engagement.

Conclusion

Onboarding Programs: Immerse new hires in company culture and equip them with essential skills from day one (e.g., MicroStrategy Boot Camp).

Customized Training: Develop training content tailored to the specific needs of different departments and employee roles (e.g., Qualcomm).

Blended Learning: Offer a mix of online modules, in-person workshops, and on-the-job training to cater to diverse learning styles (e.g., Hilton's "I Lead" program).

Strategic Focus: Align training programs with the organization's goals and business objectives (e.g., all case studies discussed).

Conclusion

Needs Assessment: Identify skill gaps and training needs through data analysis and employee interaction

Technology Integration: Utilize online learning platforms and other technological tools to deliver, manage, and track training programs **Performance Management Integration:** Connect training programs with performance evaluation and development planning to ensure skill development translates to better job performance

Employee Empowerment: Focus on providing training that equips employees with the skills and knowledge they need to grow in their careers

Conclusion

Benefits of Effective Training and Development

- ❑ **Increased Employee Engagement:** Employees who feel invested in through training are more likely to be engaged and motivated.
- ❑ **Improved Productivity:** Well-trained employees possess the skills needed to perform their jobs effectively and efficiently.
- ❑ **Reduced Turnover:** Investing in employee development demonstrates a company's commitment to its workforce, leading to higher employee retention.
- ❑ **Enhanced Company Culture:** A focus on learning and development fosters a culture of continuous improvement and innovation.
- ❑ **Competitive Advantage:** A skilled and adaptable workforce positions a company for success in a competitive marketplace.

References

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Additional Resources for extra reading.

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Thank You