

Effective Training Systems, Strategies and Practices

6th Edition

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Lecture 2



Aligning Training with Strategy



Important definitions and concepts

Strategic Planning: is a process used to determine how best to pursue the organization's mission while meeting the demands of the environment in the near (e.g., next year or two) and long term (e.g., next five to ten years).

Proactive Strategy: focuses on the longer term, and its process is more formalized, typically involving sophisticated analytical and decision-making tools. Its purpose is to build a good fit between the organization and its future environment.

Reactive Strategy: less formal analysis and planning ensue and more attention is focused on the immediate future.

Organizational Strategy: provides the direction for HR's strategic objectives.

Strategic Choices: Strategies reflect choices that the organization makes about how to pursue its mission.

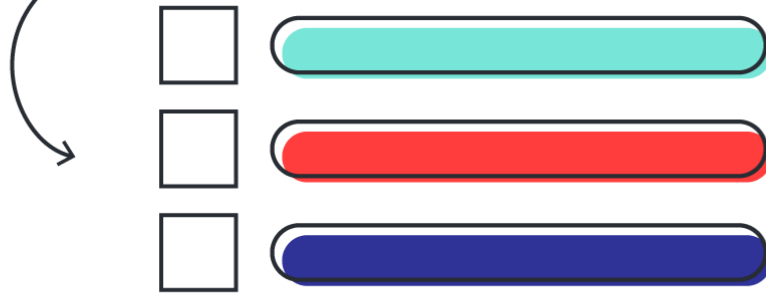




**Create a
vision statement**



**Write your
mission statement**



Set objectives



Develop strategies

Strategic Plan



Proactive Strategies



Invest in Market Research



Invest in Research & Development



Invest in Entrepreneurs



Make Alliances



Acquire Other Companies

Reactive Strategies



Respond To Customer Requests



Defend Against Competition



Copy Competition



Position as Second, But Best

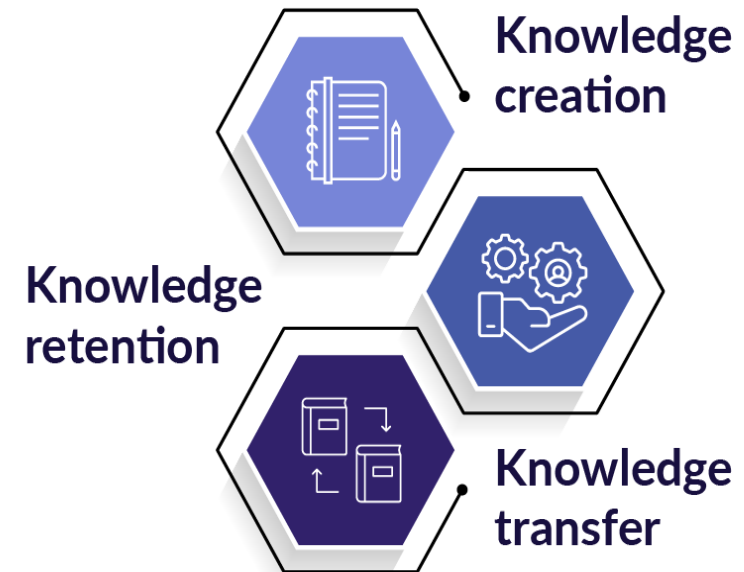


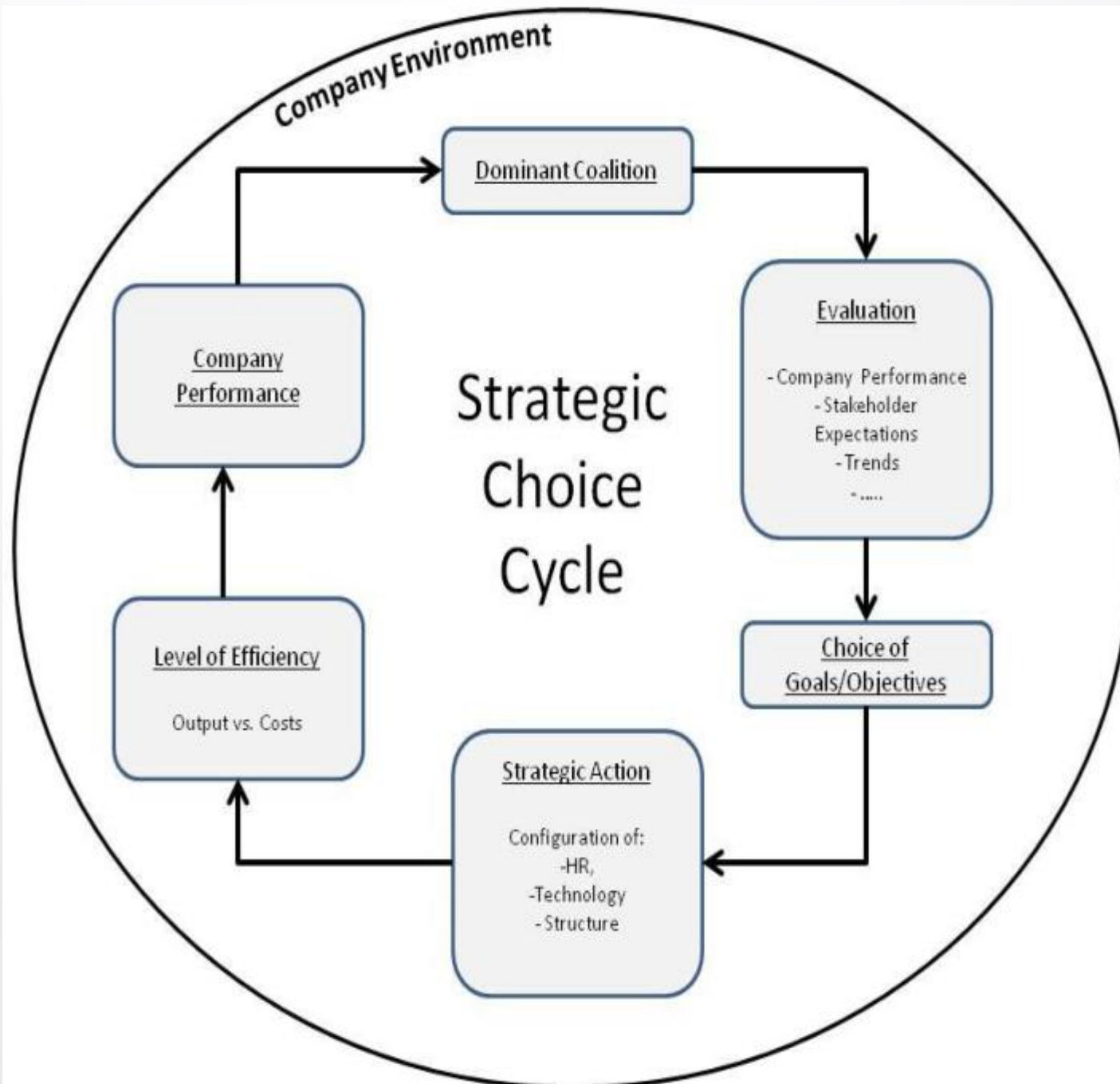
Organizational Learning Strategy

Process

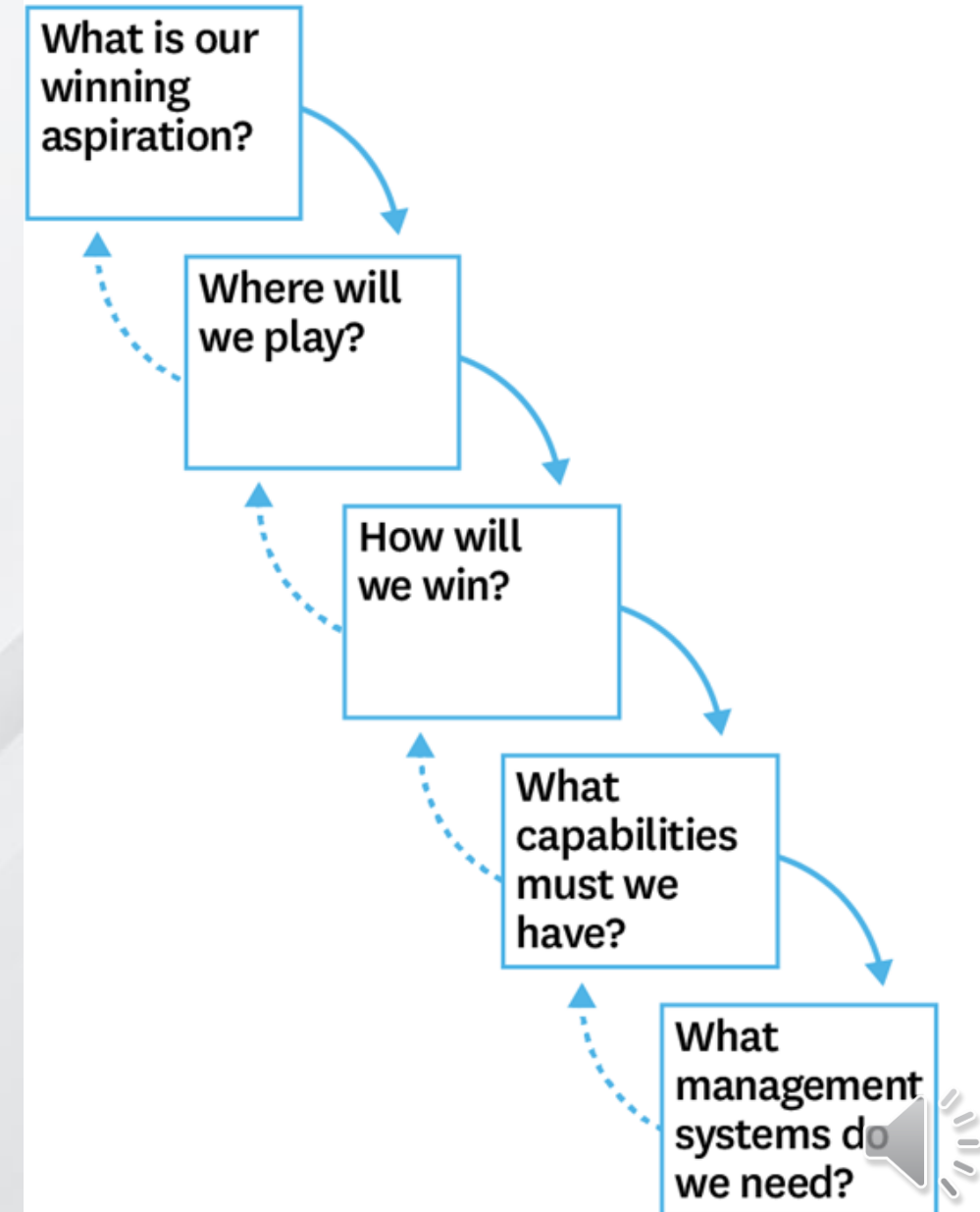
- 1 *Align your organizational learning strategy with your business strategy*
- 2 *Integrate organizational learning into your corporate culture*
- 3 *Facilitate experimenting*
- 4 *Work on your knowledge management*
- 5 *Promote collaboration*
- 6 *Consider the remote/hybrid setup*
- 7 *Measure the progress*

Outcomes





The Strategy Choice Cascade



Important definitions and concepts

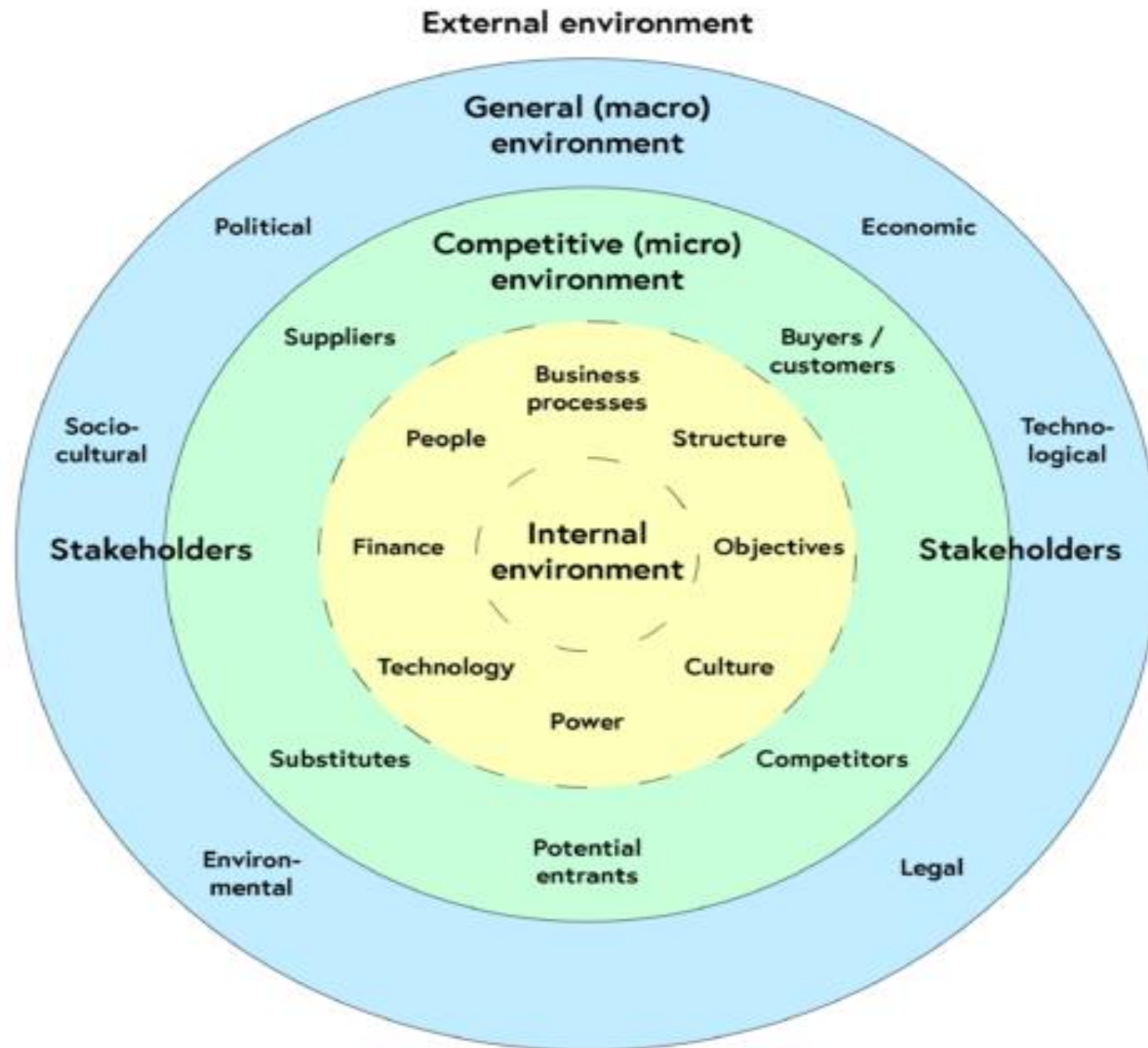
External Environment: An organization's external environment consists of elements outside the organization that influence the organization's ability to achieve its mission, such as competitors, the economy, societal norms and values, Laws and regulations, raw materials, suppliers, and technological innovation.

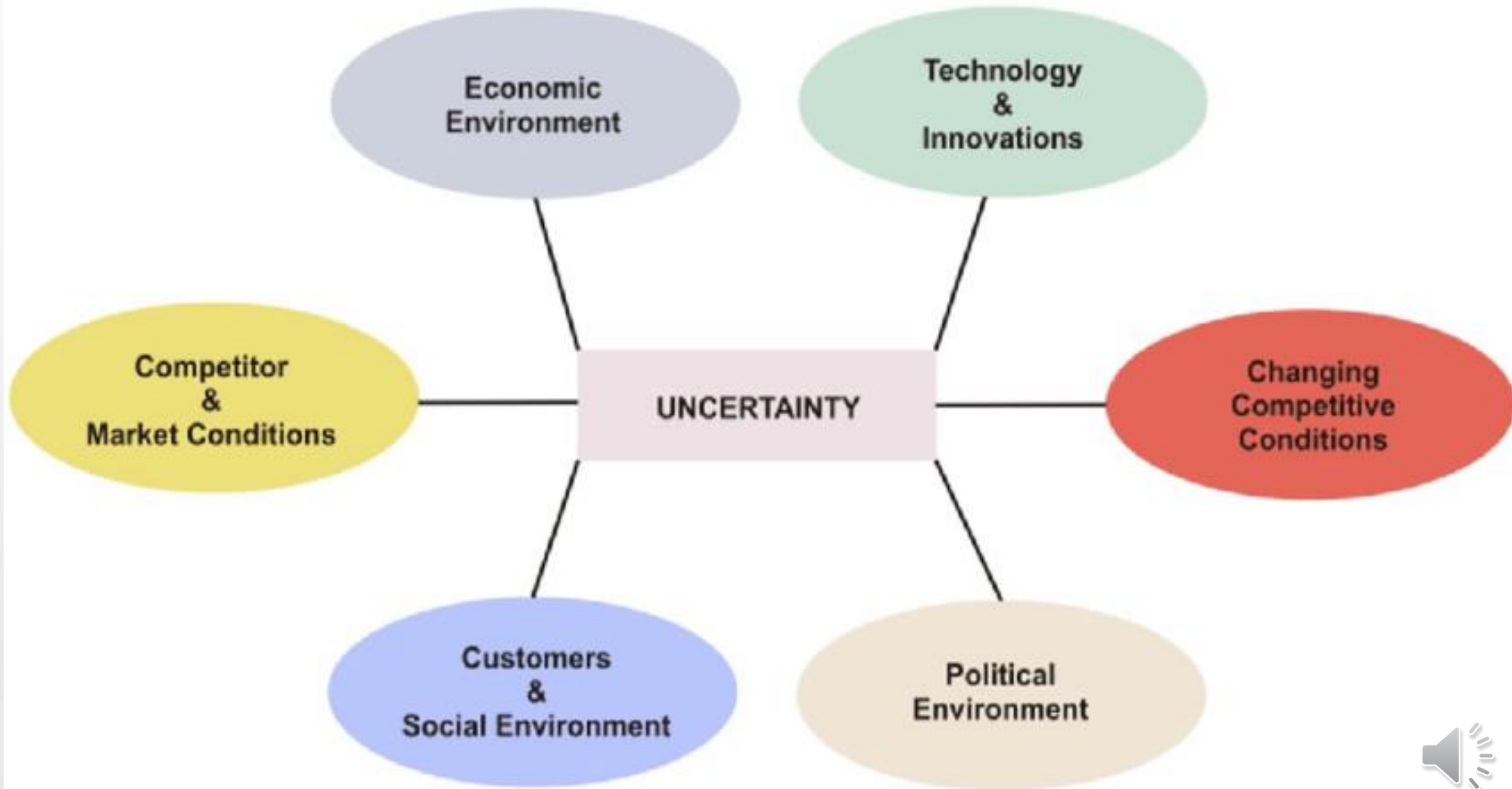
Environmental uncertainty: is determined by two factors: complexity and stability.

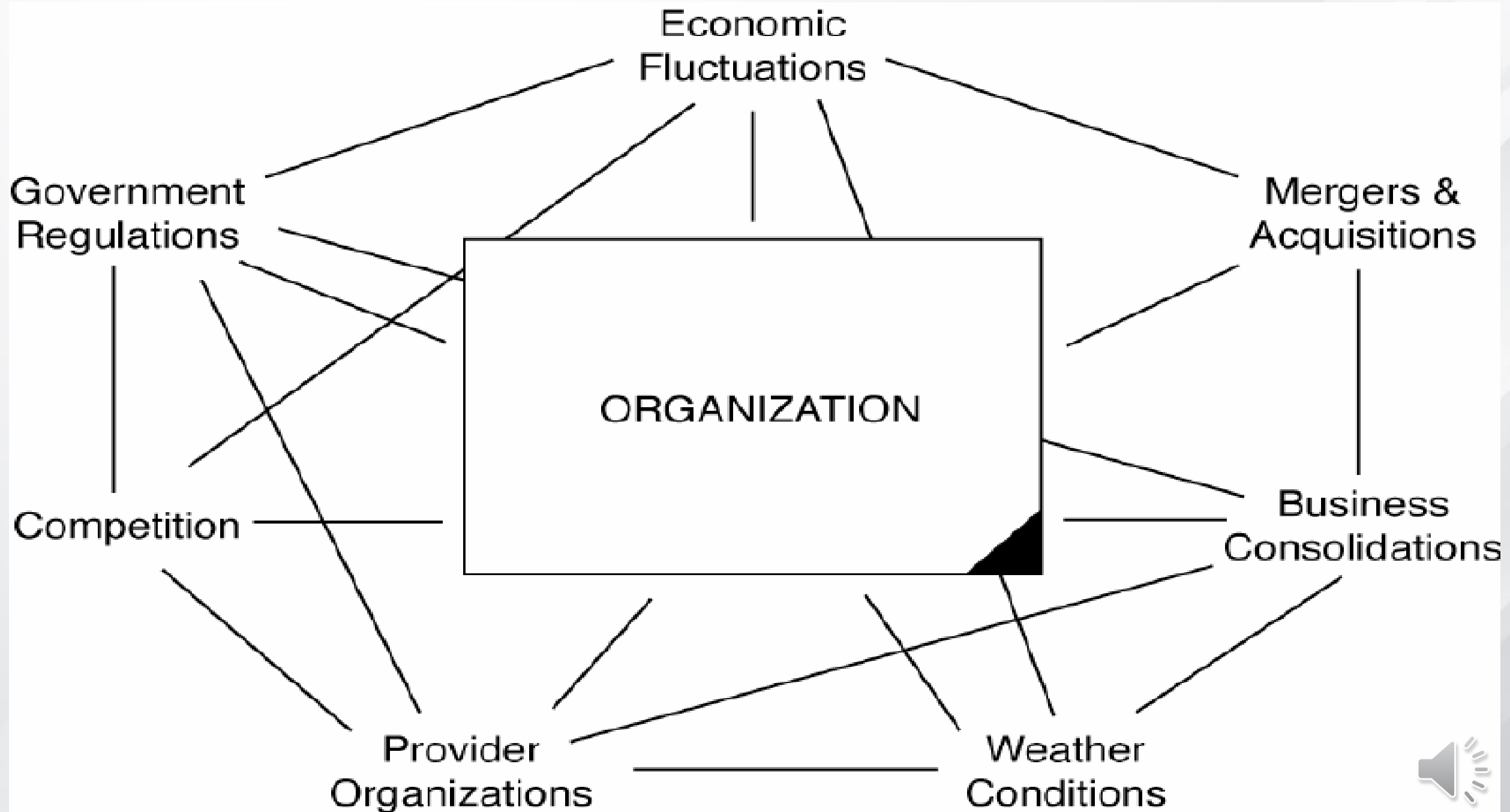
Environmental complexity: refers to the number of factors in the environment and the degree to which they are interrelated.

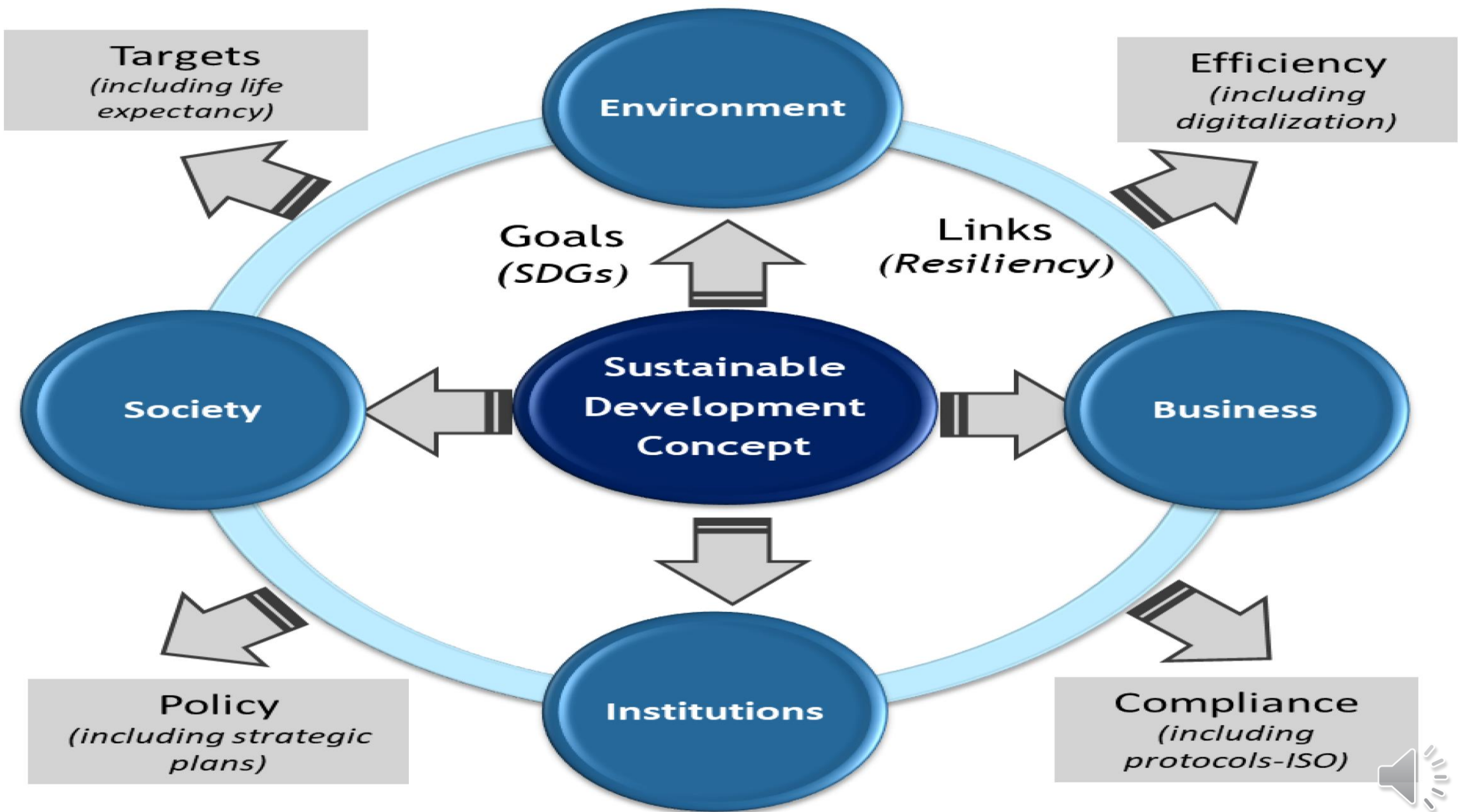
Environmental stability: is the rate at which key factors in the environment change- the more rapid the change, the more unstable the environment.



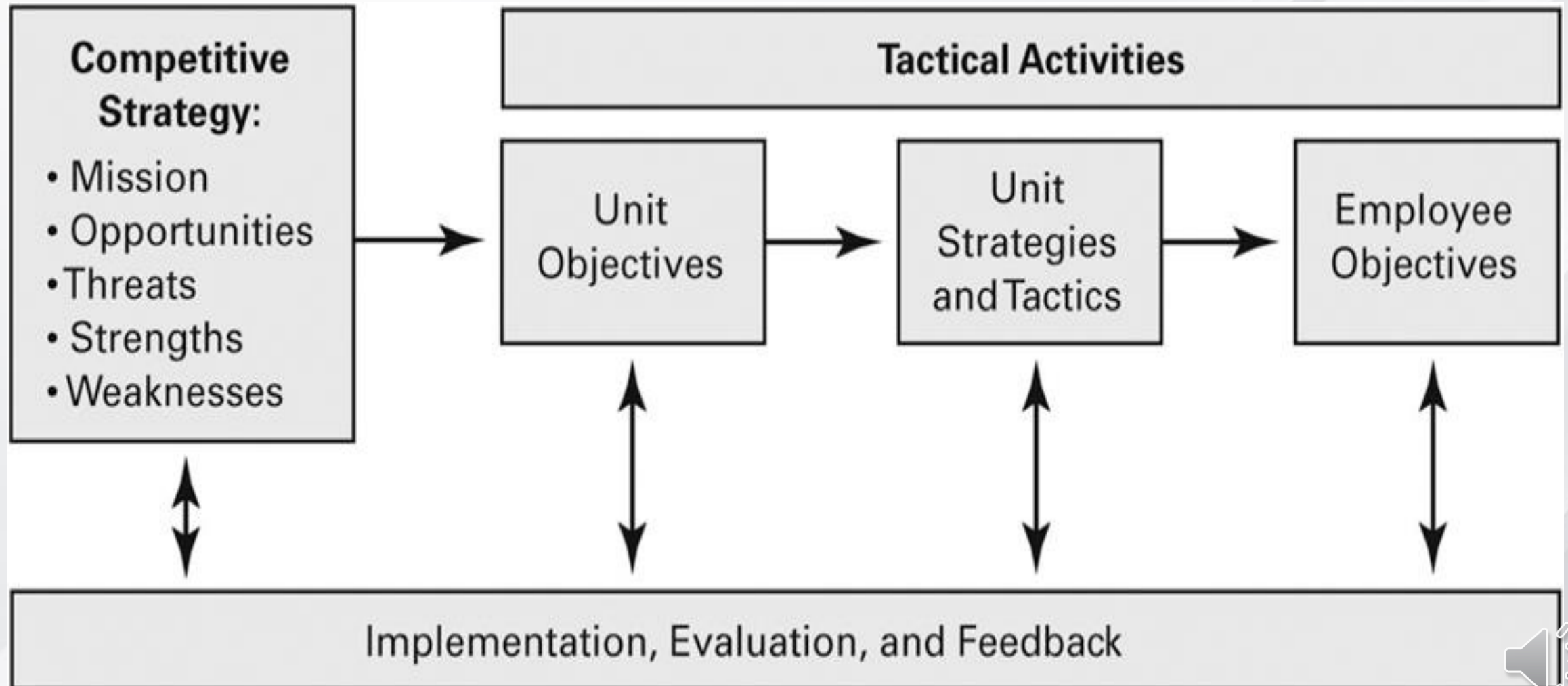








Strategy, Tactics, and Objectives



A strategic concept is a broad, high-level idea or vision that outlines the long-term direction or goals of an organization. It provides a general framework for decision-making and guides the development of more specific plans and actions.

What are the 3 levels of strategy?

► Strategy can be formulated at three levels, namely, the corporate level, the business level, and the functional level.

Strategy

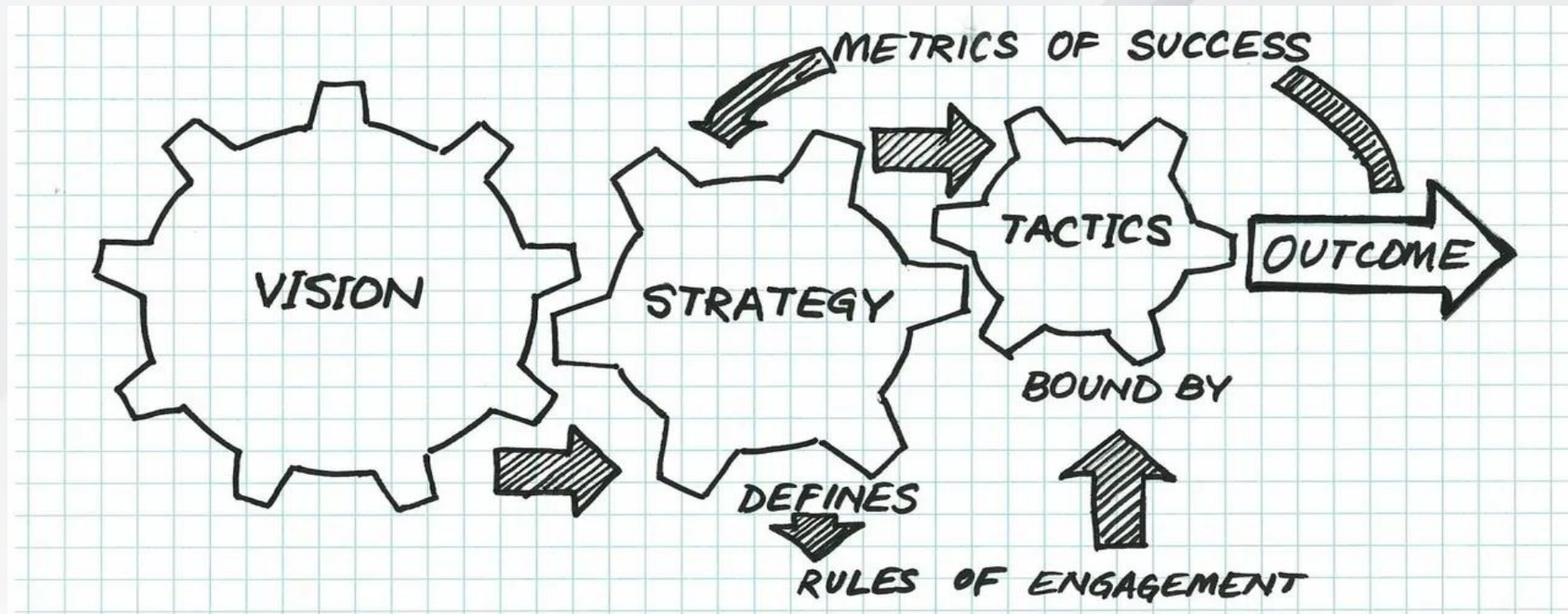


Tactics

Tactics are the methods that you choose to use in order to achieve what you want in a particular situation.

Which comes first strategy or tactics?

Order of play: Strategy will always come first. 'Changeability': Strategies take time, research and careful planning to create because of their long-term vision. This means that they can be changed, but not lightly or easily. Tactics, on the other hand, can easily be adjusted to correct the course of action.



Objectives are statements of specific outcomes that are to be achieved

Mission

The overall purpose of the business

Vision

The overall aspiration of the business

Aims or goals

General statements of what business intends to achieve

Objective

More precise & detailed statements of the aims / goals



Influences on Environmental Uncertainty

		Complexity	
		High	Low
Stability	High	Moderate Uncertainty	Low Uncertainty
	Low	High Uncertainty	Moderate Uncertainty



Competitive Strategy, External and Internal Environment

	Cost Leader	Market Leader
External Environment	Low uncertainty	High uncertainty
Internal Environment		
Technology	Routine	Nonroutine
Organizational Design	Mechanistic	Organic
Decision Autonomy	Centralized	Decentralized
Division of Labor	Specialized	Nonspecialized



Aligning Training with the Strategic Plan

**Determine the
Organizations
Strategic Plan**

**Align Training
and
Development
Resources to
the Strategic
Plan**

**Gain Buy-in
for the
Training
required to
support the
strategy**

**Provide the
Needed
Training**



Generic Planned Change Model

1. Establish a compelling need for change.
2. Develop, in collaboration with the concerned parties, the goals to be achieved.
3. Determine what is causing the need for change.
4. Identify and evaluate alternative approaches for addressing the need for change.
5. Select an approach for addressing the need for change.
6. Implement the approach.
7. Evaluate the results.
8. Feedback the results to the organization.
 - a. If results are favorable, go to step 9.
 - b. If results are unfavorable, go back to step 4.
9. Internalize the change. The changes made become routine and the normal way the organization conducts its business.



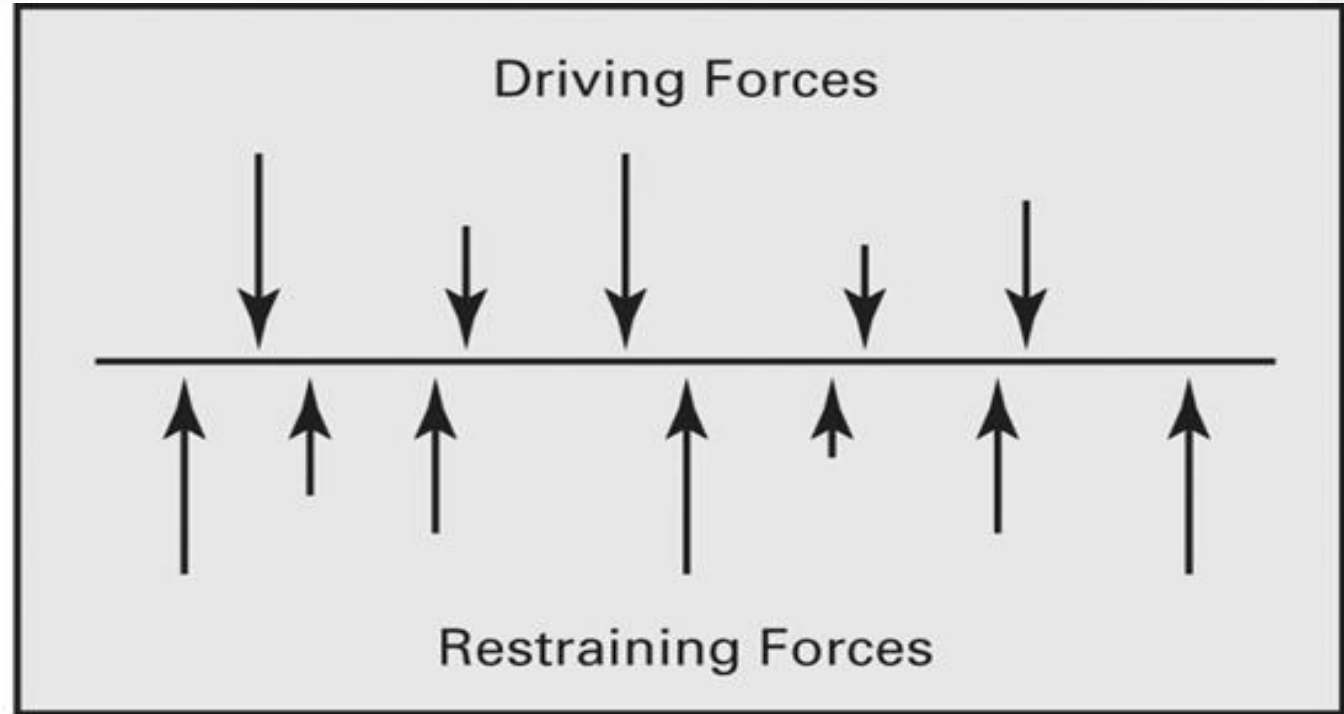
Differences Between CM Consultants and Trainers

Issue	CM Consultant	Trainer
What is the role	Strategic	Tactical
Who is the client?	Top management	Middle to lower level management
Response to problems with Organizational politics, structure, etc.	Challenge and confront	Work around or within the system
Organizational Perception	Overly analytical	Gets things done



Force Field Analysis

Current Situation



1. Identify the current state of the situation.
2. Envision the desired state.
3. Identify the forces restraining change.
4. Identify the forces that support or encourage change.
5. Assess the strength of the forces.
6. Develop strategies to:
 - a. reduce the forces restraining change and
 - b. increase the forces for change (or capitalize on existing drivers).



Assessing Training Provider Capabilities

1. What is the trainer's background (education, experience, etc.)?
2. Has the trainer ever provided these particular training programs or services before?
3. Has the training been evaluated? If so, what levels of outcomes were evaluated, and what have been the results?
4. Can the trainer give you the names of people in these companies who could speak knowledgeably about the trainer's products and services?



Assessing Training Provider Capabilities (cont.)

5. Can the trainer give you names of and permission to contact the following people?
 - Trainees who received the training
 - The person who was the trainer's primary contact in the client organization
 - The person who monitored or coordinated the training
6. How does the trainer go about developing a program, delivering training, or providing a training service? Can the trainer provide examples or an outline of his approach or process? Will this fit your organization's culture and budget?
7. If the training is already developed, can the trainer show you materials, such as handouts, exercises, and videos?
8. If these materials are not specific to your organization, how will the trainer alter them to make them appropriate for your situation?



Small Business Owners say about strategy:

Not enough time	Too busy with day-to-day operations and concern about tomorrow are the excuses for not planning for next year.
Unfamiliarity	Lack of awareness of strategic planning or failure to see its value. See it as limiting flexibility.
Lack of skills	Do not have the time to learn the skills. Do not wish to spend money to bring in consultants.
Lack of trust	Want to keep key information confidential. Do not wish to share this information with other employees or outsiders.



Strategy Questions for Small Business

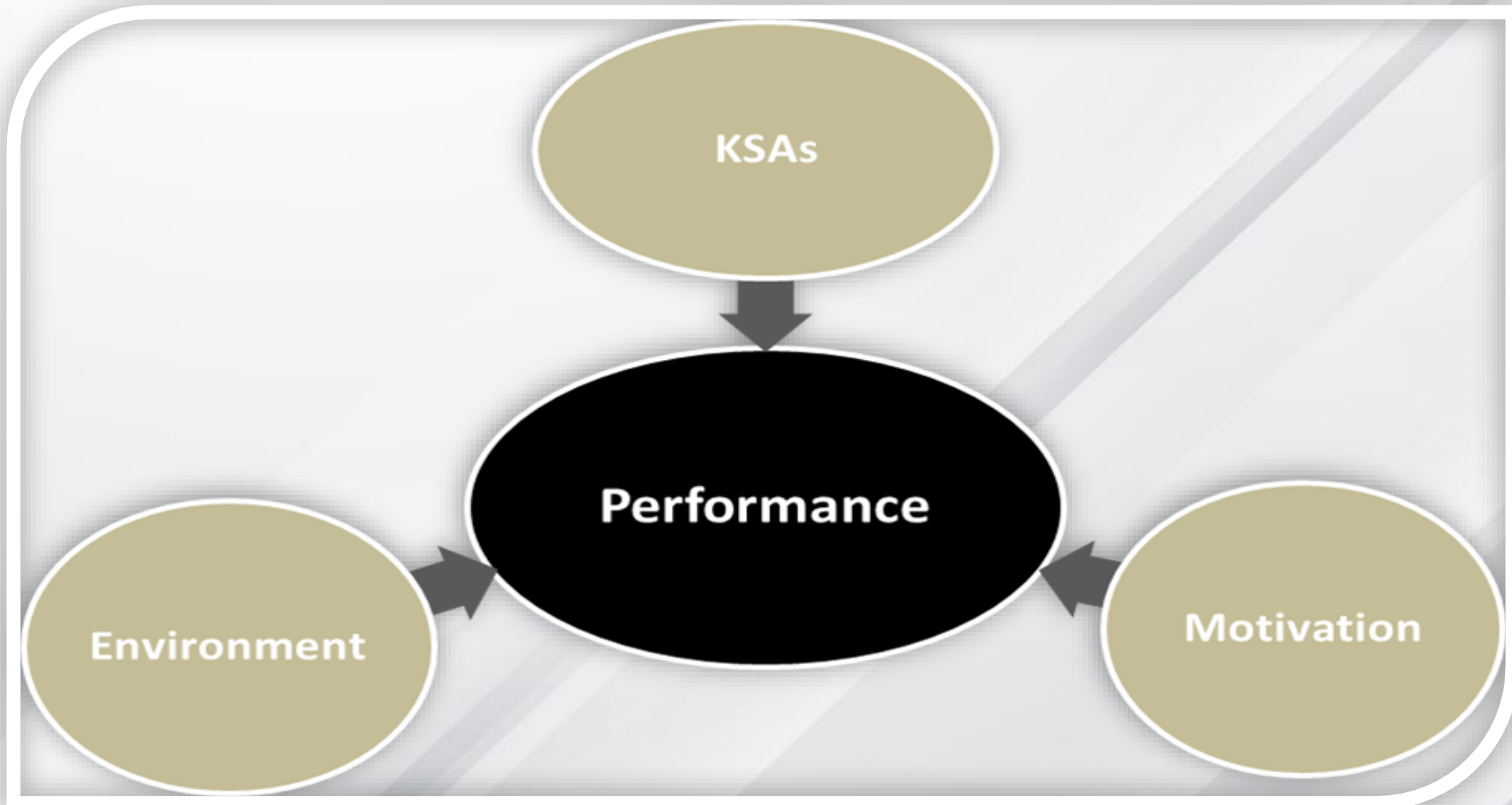
1. Why are we in business?
2. What are the key things we are trying to achieve?
3. Who is our competition, and how can we beat them?
4. What sort of ground rules should we be following to get the job done right?
5. How should we organize ourselves to reach our goals and beat the competition?
6. How much detail do we need to provide so that everyone knows what to do? How do we make sure that everyone gets the information?
7. What are the few key things that will determine whether we make it? How do we address and keep track of them?



Learning, Motivation, and Performance



Factors Determining Human Performance



Motivation Theories



Motivation Theories



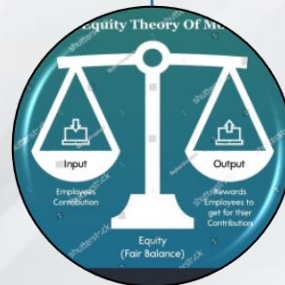
Need Theories



ERG Theory



Process Theories



Reinforcement Theory



Expectancy Theory



Motivation: Why Do They Act Like That?

Motivation is part of a person's cognitive structure and is not directly observable. Thus, it is typically defined in terms of its effects on behaviour, which are observable.

Most of the scientific literature defines motivation as the direction, persistence, and amount of effort expended by an individual to achieve a specified outcome.

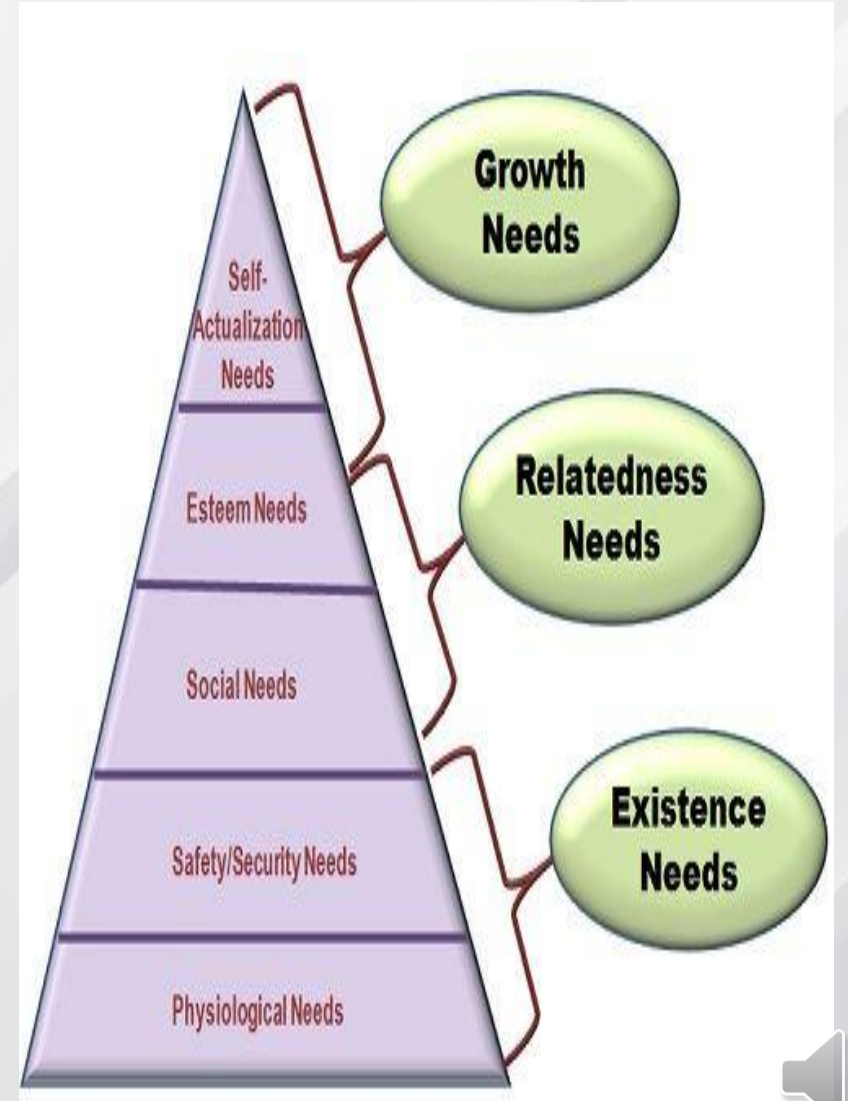
In other words, the following factors reflect a person's motivation:

- What need(s) the person is trying to satisfy ?
- What the person does to try to satisfy the need ?
- How long the person engages in the activity ?
- How hard the person works at the activity?



Motivation Theories

- Motivation is goal-directed and derived from both personal needs and the decision processes used to satisfy those needs. Separate theories evolved to explain what needs motivate people, and what mental processes a person uses to satisfy the needs.
- **(1) Needs Theory:** Our needs are the basis of our motivation and the reason for almost all of our activity. Understanding a person's needs helps you understand his behaviour.
- From Maslow's early work, Clayton Alderfer developed a needs theory of motivation called **ERG theory**.



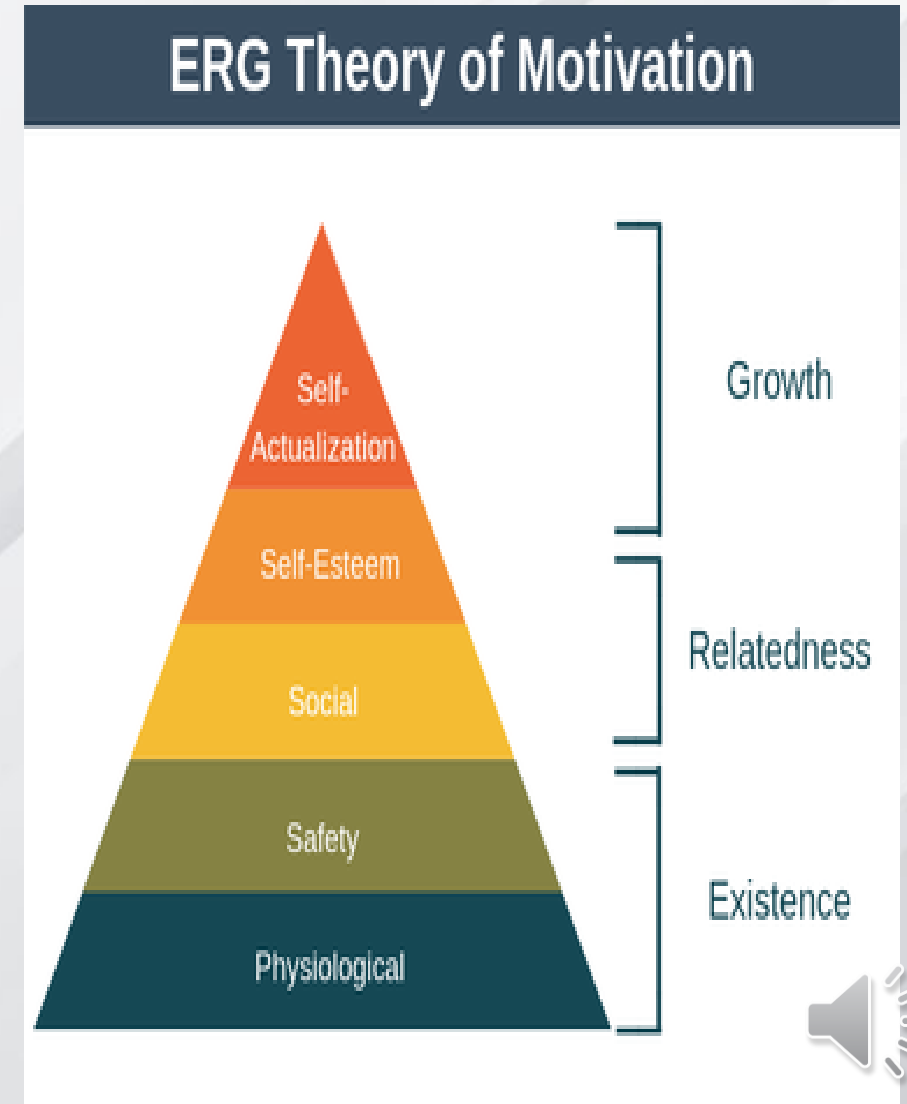
Motivation Theories

The initials ERG represent the three basic needs of the theory:

Existence, Relatedness, and Growth.

❑ **Existence needs:** correspond to Maslow's lower – order physiological and security needs.

❑ **Relatedness needs** reflect people's need to be valued and accepted by others. Interpersonal relationships and group membership (work, family, friends, etc.) act to satisfy these needs.



Motivation Theories

- **(2)Process Theories:**

Describe how a person's needs translate into action.

Although many types of process theories exist, we will focus on the two with the most direct implications for training: reinforcement theory and expectancy theory.

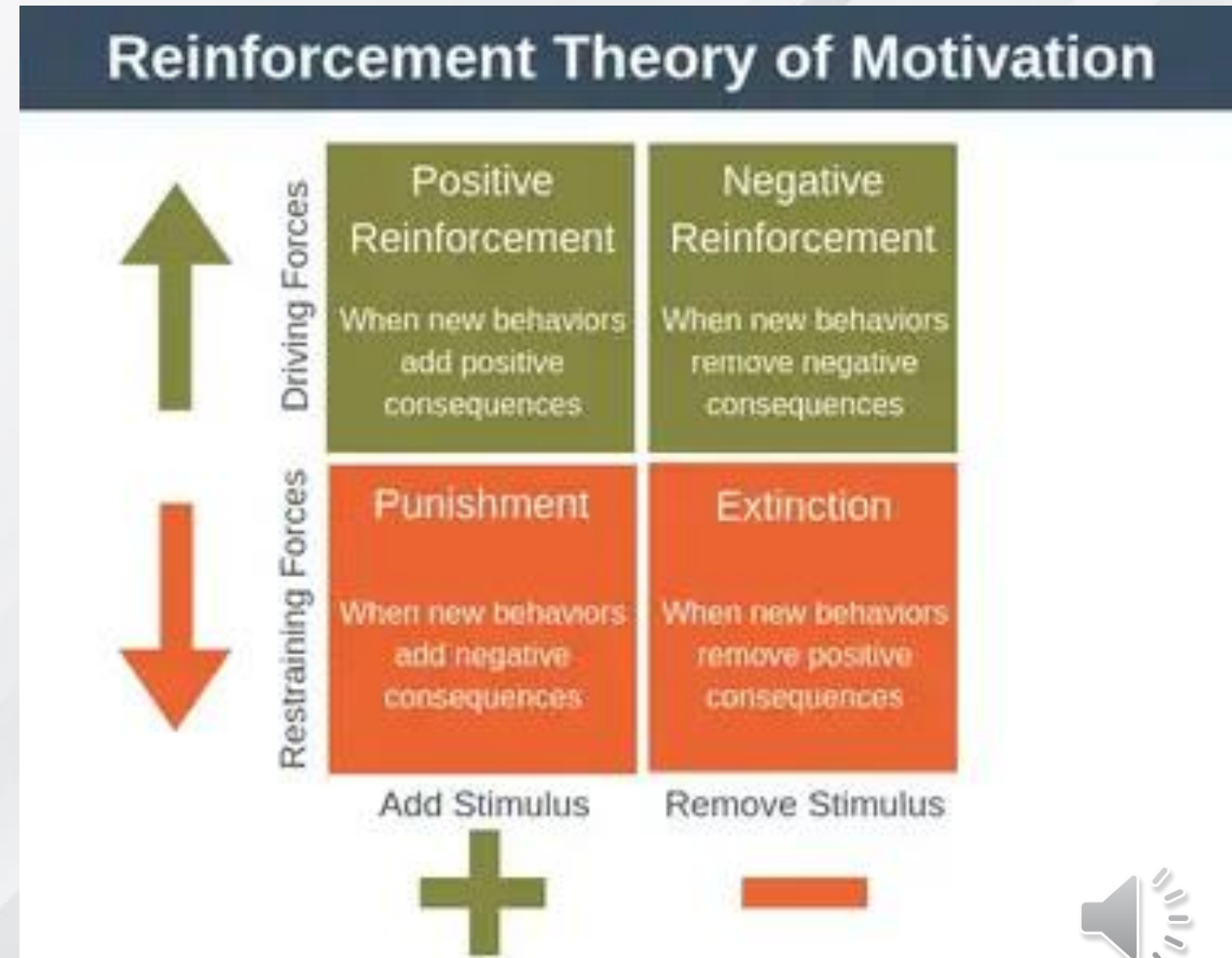
❑ **Growth needs** include feelings of self-worth and competency and achieving our potential. Recognition, accomplishment, challenging opportunities, and a feeling of fulfilment are outcomes that can satisfy these needs.

❑ **Reinforcement theory:** is relatively simple on the surface but can be difficult to apply. It does not provide all the answers for how needs are translated into action, but its major points are essential for understanding human behaviour.

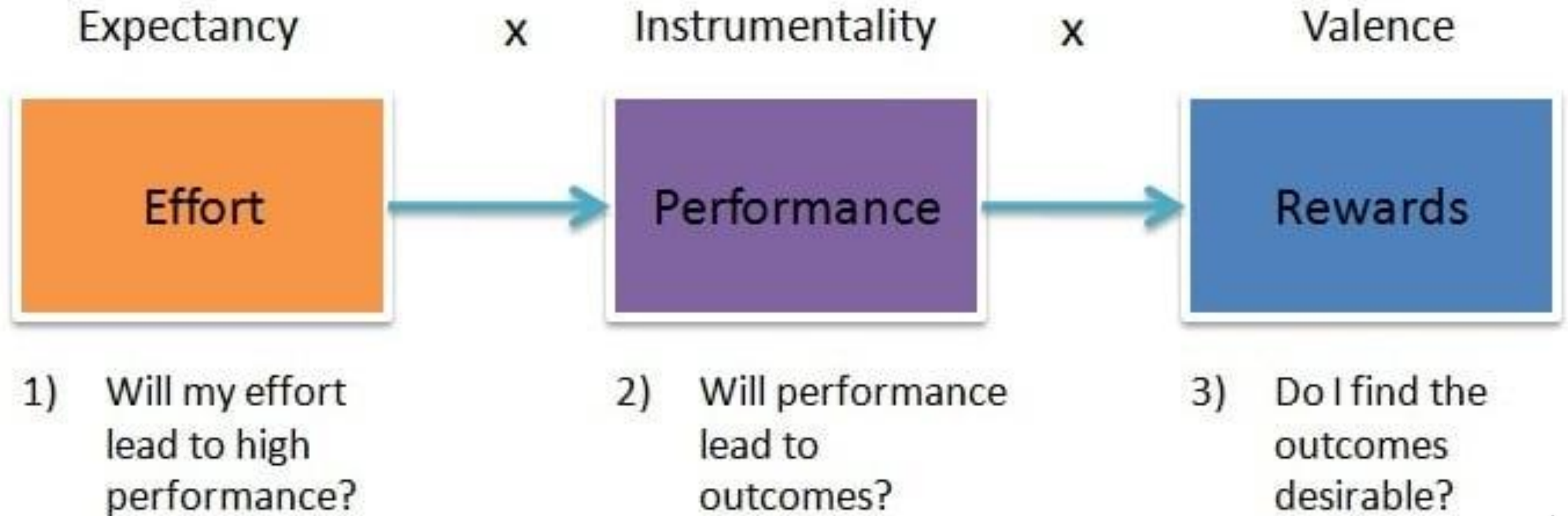


Reinforcement theory

is a psychological principle suggesting that behaviors are shaped by their consequences, and that individual behaviors can be changed through reinforcement, punishment and extinction.



Motivation Theories



The 3 Variables of the Expectancy Theory



THE LAW OF EFFECT

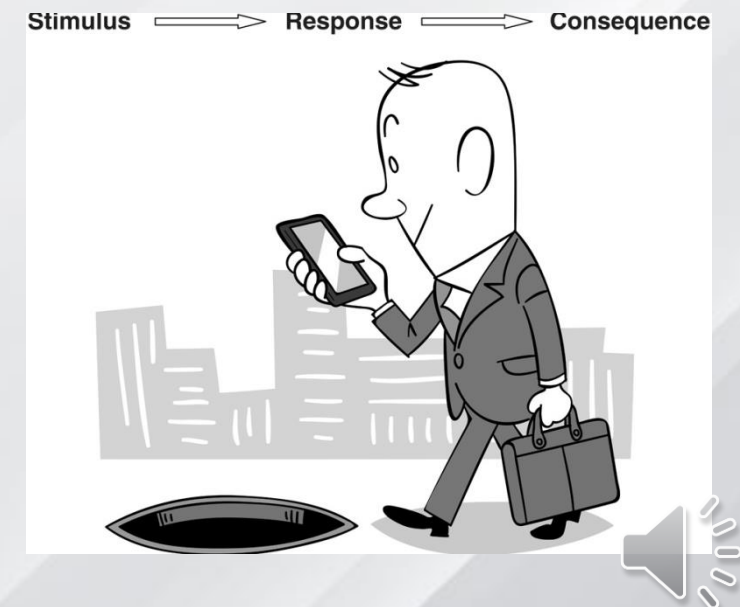
Actions followed by favorable consequences are more likely to be repeated than those followed by unfavorable consequences.

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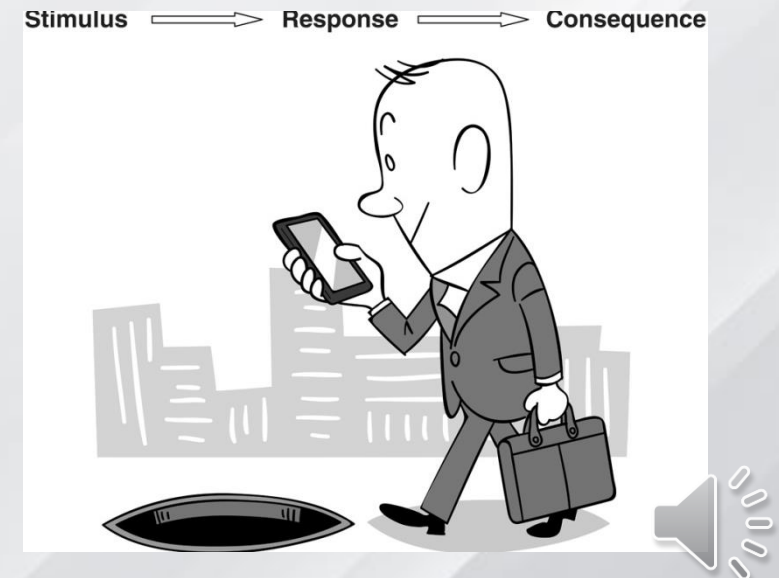
- The basic components of learning in operant conditioning are illustrated in the Figure
- A person is faced with an object or event in the environment (stimulus) and behaves in a certain way (response). That behavior results in an outcome (consequence) to the individual that is positive or negative. In the illustration, the man has received a text on his phone (environmental stimulus) while walking to work. He reads the text and begins to text back (response) while continuing to walk to work. You can imagine the consequence.

Law of effect



The environment provides stimuli that elicit behaviors and consequences that reinforce or punish them. In similar situations, the consequences of past behavior affect future behavior. In the near Operant learning theory says that due to the negative consequence of falling into the hole, the man will learn to avoid reading or writing texts and walking at the same time.

Law of effect





Thank You