



EMPLOYEE TRAINING *and* DEVELOPMENT

The Future of Training and Development

Chapter 11

6th Edition
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Introduction

- **Sustainability:** Company's ability to make a profit without sacrificing the resources of:
 - Its employees
 - The community
 - The environment

Increased Use of New Technologies for Training Delivery

- The use of new technologies will increase for several reasons:
 - The cost of new technologies will decrease
 - Technology will help employees to better serve customers and generate new business
 - It can reduce training costs
 - It allows trainers to build into training the desirable features of a learning environment
 - Training can be delivered at any place and time

Table 11.1 - Future Trends That Will Affect Training

- Need to contribute to sustainability
- Use of new technologies for training delivery
- Increased demand for training for virtual work arrangements
- Greater emphasis on speed in design, focus on content
- Increased emphasis on capturing and sharing intellectual capital
- Increased use of true performance support and social learning
- Increased emphasis on performance analysis and learning for business enhancement
- Increased use of training partnerships and outsourcing training

Increased Demand for Training for Virtual Work Arrangements

- **Virtual work arrangements:** Virtual teams and telecommuting
 - **Telecommuting:** Work that is conducted in a remote location where the employee has limited contact with peers but is able to communicate electronically

Increased Demand for Training for Virtual Work Arrangements

- Location, organization structure, and employment relationships are not limiting factors in virtual work arrangements
- Two training challenges:
 - Companies must invest in training delivery methods that facilitate digital collaboration
 - **Digital collaboration:** Interaction between two or more people mediated by a computer
 - Teams and employees must be provided with tools needed for finding knowledge

Increased Emphasis on Speed in Design, Focus in Content, and Use of Multiple Delivery Methods

- **Rapid instructional design (RID):** Group of techniques that allows training to be built more quickly
- Two important principles in RID:
 - Instructional content and process can be developed independent of each other
 - Resources devoted to design and delivery of instruction can be reallocated as appropriate

Table 11.2 - Examples of RID Strategies

Focus on accomplishment and performance.
Develop a learning system instead of an instructional system.
Use shortcuts (e.g., use existing records for needs assessment; conduct focus groups).
Combine different steps of the instructional design process.
Implement training and continuously improve it.
Skip steps in the instructional design process.
Use existing course materials that can be customized with examples, exercises, and assignments.
Develop instruction around job aids.
Use recording equipment, Internet, and e-mail to collect data and exchange information with SMEs.

Increased Emphasis on Capturing and Sharing Intellectual Capital

- Sharing knowledge and contributing to intellectual capital will become more common as collaborative social networking technology and Web 2.0 tools make this simpler to implement
- **Social network analysis:** Map of informal connections between employees
- Trainers must be technologically literate

Increased Use of True Performance Support and Social Learning

- **Embedded learning:** Occurs on the job as needed
 - Involves collaboration and nonlearning technologies
 - Integrated with knowledge management
- **Social learning:** Learning with and from others
- Embedded learning may become prevalent as:
 - Companies cannot have employees spend hours on learning that is not directly relevant to their current job demands

Increased Use of True Performance Support

- In the future, employees will:
 - Be presented with short learning episodes embedded in their work
 - Be alerted when the learning episodes are needed
 - Have direct connections to experts
 - Be continuously connected online wirelessly
 - Have simulations for guidance

Increased Use of True Performance Support and Social Learning

- Learning will become just-in-time
- Social cyborg - Integrates social networks into the way they think, learn, and solve problems
- Social networking platforms will be part of learning management systems

Increased Emphasis on Performance Analysis and Learning for Business Enhancement

- **Performance analysis approach:** Identifying performance gaps or deficiencies and examining training as one possible solution for the business units

Increased Emphasis on Performance Analysis and Learning for Business Enhancement

- Training departments will need to:
 - Focus on interventions related to performance improvement
 - Provide support for high-performance work systems
 - Develop systems for training administration, development, and delivery that reduce costs and increase employees' access to learning

Increased Emphasis on Performance Analysis and Learning for Business Enhancement

- Training departments' responsibilities will include a greater focus on:
 - Systems that employees can use for information on an as-needed basis
- **Cloud computing:** Provides information technology infrastructure over a network in a self-service, modifiable, and on-demand

Increased Use of Training Partnerships and Outsourcing Training

- Partnerships help:
 - Individuals prepare for higher-skill and higher-wage jobs
 - Attract new companies to the area by integrating:
 - Employee retraining
 - Elementary through high school career education programs
 - Career academies
 - Higher education programs into a lifelong learning system

Increased Use of Training Partnerships and Outsourcing Training

- Type of training outsourcing
 - **Application service provider (ASP):** Company that rents out access to software for a specific application
 - Benefit
 - Company resources are not used to purchase or maintain an internal network

Table 11.3 - Skills for Future Trainers

- Matching training content and methods to the local culture of the workforce
- Designing learning space, as well as content in technology-driven learning environments
- Use of multimedia tools, including audio, video, webcasts, and live action
- Delivering and packaging training in different formats for beginners and experts
- Use of assessments to determine trainees' learning styles
- Developing search-and-identify techniques so employees can find information and training when they need it
- Facilitating learning and staying in touch with employees, managers, and business units to identify what they need and making suggestions regarding tools, processes, or procedures that could help them work more effectively
- Developing and delivering learning that is integrated with the job
- Understand how social media can be used for learning, the limitations of social media, and ability to make a business case for it
- Identify the root cause of job and business problems