



WEEK 4

Training and Developing Employees



Orienting Employees

- **Employee orientation**
 - A procedure for providing new employees with basic background information about the firm.
- **Orientation content**
 - Information on employee benefits
 - Personnel policies
 - The daily routine
 - Company organisation and operations
 - Safety measures and regulations
 - Facilities tour

The Training Process

- **Training**
 - **The process of teaching new employees the basic skills they need to perform their jobs.**

The Training and Development Process

- **Needs analysis**
 - Identify job performance skills needed, assess prospective trainees skills, and develop objectives.
- **Instructional design**
 - Produce the training program content, including workbooks, exercises, and activities.
- **Validation**
 - Presenting (trying out) the training to a small representative audience.
- **Implement the program**
 - Actually training the targeted employee group.
- **Evaluation**
 - Assesses the program's successes or failures.

Training Methods

- **On-the-job training (OJT)**
 - **Having a person learn a job by actually doing the job.**
- **OJT methods**
 - **Coaching or understudy**
 - **Job rotation**
 - **Special assignments**
- **Advantages**
 - **Inexpensive**
 - **Immediate feedback**

Training Methods

- **Apprenticeship training**
 - A structured process by which people become skilled workers through a combination of classroom instruction and on-the-job training.
- **Informal learning**
 - The majority of what employees learn on the job they learn through informal means of performing their jobs on a daily basis.
- **Job instruction training (JIT)**
 - Listing each job's basic tasks, along with key points, in order to provide step-by-step training for employees.

Training Methods

- **Effective lectures**

- **Use signals to help listeners follow your ideas.**
- **Don't start out on the wrong foot.**
- **Keep your conclusions short.**
- **Be alert to your audience.**
- **Maintain eye contact with the trainees.**
- **Make sure everyone in the room can hear.**
- **Control your hands.**
- **Talk from notes rather than from a script.**
- **Break a long talk into a series of five-minute talks.**

Programmed Learning

- **Programmed instruction (PI)**
 - **A systematic method for teaching job skills involving:**
 - **Presenting questions or facts**
 - **Allowing the person to respond**
 - **Giving the learner immediate feedback on the accuracy of his or her answers**
- **Advantages**
 - **Reduced training time**
 - **Self-paced learning**
 - **Immediate feedback**
 - **Reduced risk of error for learner**

Training Methods

- **Literacy training techniques**
 - **Responses to functional illiteracy**
 - Testing job candidates' basic skills.
 - Setting up basic skills and literacy programs.
- **Audiovisual-based training**
 - To illustrate following a sequence over time.
 - To expose trainees to events not easily demonstrable in live lectures.
 - To meet the need for organization-wide training and it is too costly to move the trainers from place to place.

Training Methods

- **Simulated training (occasionally called vestibule training)**
 - Training employees on special off-the-job equipment so training costs and hazards can be reduced.
 - **Computer-based training (CBT)**
 - **Electronic performance support systems (EPSS)**
 - **Learning portals**

Computer-based Training (CBT)

- **Advantages**

- **Reduced learning time**
- **Cost-effectiveness**
- **Instructional consistency**

- **Types of CBT**

- **Intelligent Tutoring systems**
- **Interactive multimedia training**
- **Virtual reality training**

Distance and Internet-Based Training

- **Teletraining**
 - A trainer in a central location teaches groups of employees at remote locations via TV hookups.
- **Videoconferencing**
 - Interactively training employees who are geographically separated from each other—or from the trainer—via a combination of audio and visual equipment.
- **Training via the Internet**
 - Using the Internet or proprietary internal intranets to facilitate computer-based training.

What Is Management Development?

- **Management development**
 - Any attempt to improve current or future management performance by imparting knowledge, changing attitudes, or increasing skills.
- **Succession planning**
 - A process through which senior-level openings are planned for and eventually filled.
 - Anticipate management needs
 - Review firm's management skills inventory
 - Create replacement charts
 - Begin management development

Managerial on-the-Job Training

- **Job rotation**
 - Moving a trainee from department to department to broaden his or her experience and identify strong and weak points.
- **Coaching/Understudy approach**
 - The trainee works directly with a senior manager or with the person he or she is to replace; the latter is responsible for the trainee's coaching.
- **Action learning**
 - Management trainees are allowed to work full-time analyzing and solving problems in other departments.

Off-the-Job Management Training and Development Techniques

Case study method

Managers are presented with a description of an organizational problem to diagnose and solve.

Management game

Teams of managers compete by making computerized decisions regarding realistic but simulated situations.

Outside seminars

Many companies and universities offer Web-based and traditional management development seminars and conferences.

Off-the-Job Management Training and Development Techniques

- **Role playing**
 - **Creating a realistic situation in which trainees assume the roles of persons in that situation.**
- **Behaviour modelling**
 - **Modelling: showing trainees the right (or “model”) way of doing something.**
 - **Role playing: having trainees practice that way**
 - **Social reinforcement: giving feedback on the trainees’ performance.**
 - **Transfer of learning: Encouraging trainees apply their skills on the job.**

Off-the-Job Management Training and Development Techniques

Corporate universities

Provides a means for conveniently coordinating all the company's training efforts and delivering Web-based modules that cover topics from strategic management to mentoring.

In-house development centres

A company-based method for exposing prospective managers to realistic exercises to develop improved management skills.

Off-the-Job Management Training and Development Techniques

Executive coaches

An outside consultant who questions the executive's boss, peers, subordinates, and (sometimes) family in order to identify the executive's strengths and weaknesses.

Counsels the executive so he or she can capitalize on those strengths and overcome the weaknesses.