

1. HISTORICAL OVERVIEW OF STAFF TRAINING

(Noe, R.A., 2005)

Introduction

- History of training and learning
- A short history of the training & development profession
- Development of employee skillfulness
 - ADDIE model
- Focus on employee satisfaction and advancement

HISTORY OF TRAINING AND LEARNING

2100 B.C. – Code of Hammurabi

- Rules covering apprenticeships
- Parents could not teach their children everything
- Guilds, associations of people having similar interests or pursuits, important part of apprenticeship
- From 12th to 15th Centuries, peak period of the guild system

470 – 399 B.C. – Socrates

- Socratic or dialectic method – asking questions
- Questioning permitted others to learn by self-generated understanding

428 – 348 B.C. – Plato

- Student of Socrates, teacher of Aristotle
- Learning emphasised as collective rather than individual activity
- Founded what is said to be the first university in 385 B.C.
- Word “technology” comes from the ancient Greek word *techne* referring to art, craft or skill
- Plato viewed *techne* and systematic or scientific knowledge as closely related

Continuation

384 – 322 B.C. – Aristotle

- Strong emphasis on all-rounded and balanced development
- Observed “association” among ideas assisted understanding and recall
- According to Aristotle, “Excellence is an art won by training and habituation. We do not act rightly because we have virtue or excellence, but we rather have those because we have acted rightly. We are what we repeatedly do. Excellence, then, is not an act but a habit.”
- He was reported to have said, “There is no royal road to learning.”

5th Century B.C. – Lao Tse/Lao Tze



- Wrote, “If you tell me, I will listen. If you show me, I will see. But if you let me experience, I will learn.”
- Wrote, “As for the best leaders, the people do not notice their existence. The next best, the people honour and praise. The next, the people fear, and the next the people hate. ... When the best leader’s work is done, the people say, ”*We did it ourselves!*”
- Following Lao Tse, other Chinese philosophers like Confucius and Han Fei-Tzu, used a method closely resembling what is now called the *case method* or *case study*.

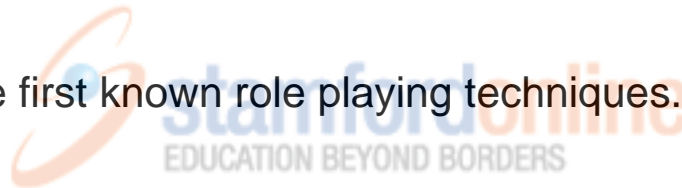
Continuation

Mid-19th Century A.D.

- Correspondence education developed in Great Britain, France, Germany, and the United States, and spread rapidly.
- In 1840, the English educator Sir Isaac Pitman taught shorthand by mail.
- Many educators consider correspondence education as the forerunner of distance education.

1910

- Dr. J.L. Moreno designed the first known role playing techniques.



World War I

- In 1917, Charles R. Allen introduced job instruction method referred to as “Show, Tell, Do, and Check”. He suggested the following four stages of job instruction:
 - Prepare the Workers
 - Present the Operation
 - Try Out Performance
 - Follow up

A SHORT HISTORY OF THE TRAINING & DEVELOPMENT PROFESSION (ASTD Publications)

1900

- 1911 F.W. Taylor published *The Principles of Scientific Management*
- 1913 First cars roll off Ford Motor Company assembly
- 1916 H. Fayol declared manager's work as plan, organize, coordinate, and control

1920

- 1920's Unions set up first training programs for employees. Bell Labs introduced TQM and statistical quality control
- 1924 J. Juran began work on managing quality
- 1927 The Hawthorne Experiments at Western Electric Plant

1930

- 1931 M.I.T. Development program for executives
- 1936 D. Carnegie published *How to Win Friends and Influence People*

Continuation

1940

- 1940 First train-the-trainer program for supervisors
- 1942 P. Drucker published first book, *The Future of Industrial Man; A Conservative Approach*
- 1942 Formation of American Society of Training Directors (ASTD)
- 1943 A. Maslow published *A Theory of Human Motivation*
- 1946 K. Lewin's first experiments with group dynamics
- 1947 Sensitivity training or T-group training by National Training Laboratory

1950

- 1950 American quality experts, J.M. Juran and E. Deming, went to Japan as advisors on Japanese industry reconstruction
- 1951 ASTD opened first permanent office.
- 1952 ASTD membership reached 1,600.
- 1953 B.F. Skinner published *Science and Human Behavior*
- 1956 IBM opened first residential executive development facility

Continuation

1960

- 1960 D.M. McGregor published *The Human Side of Enterprise* (describing Theory X and Theory Y)
- 1961 E.H Schein's article "Management Development as a Process of Influence" published in *Sloan Management Review*
- 1962 National Testing Service published the Myers-Briggs psychological type indicator
- 1964 ASTD changed name to American Society for Training and Development
- 1964 R.R. Blake and J.S Mouton published *The Managerial Grid*
- 1968 ASTD membership reached 7,422

1970

- 1971 H. Mintzberg's article "Managerial Work: Analysis from Observation" published in *Management Science*
- 1973 M. Knowles published *The Adult Learner: A Neglected Species*
- 1978 ASTD membership reached 15,323
- 1978 ASTD published *Study of Professional Training and Development Roles and Competencies*

Continuation

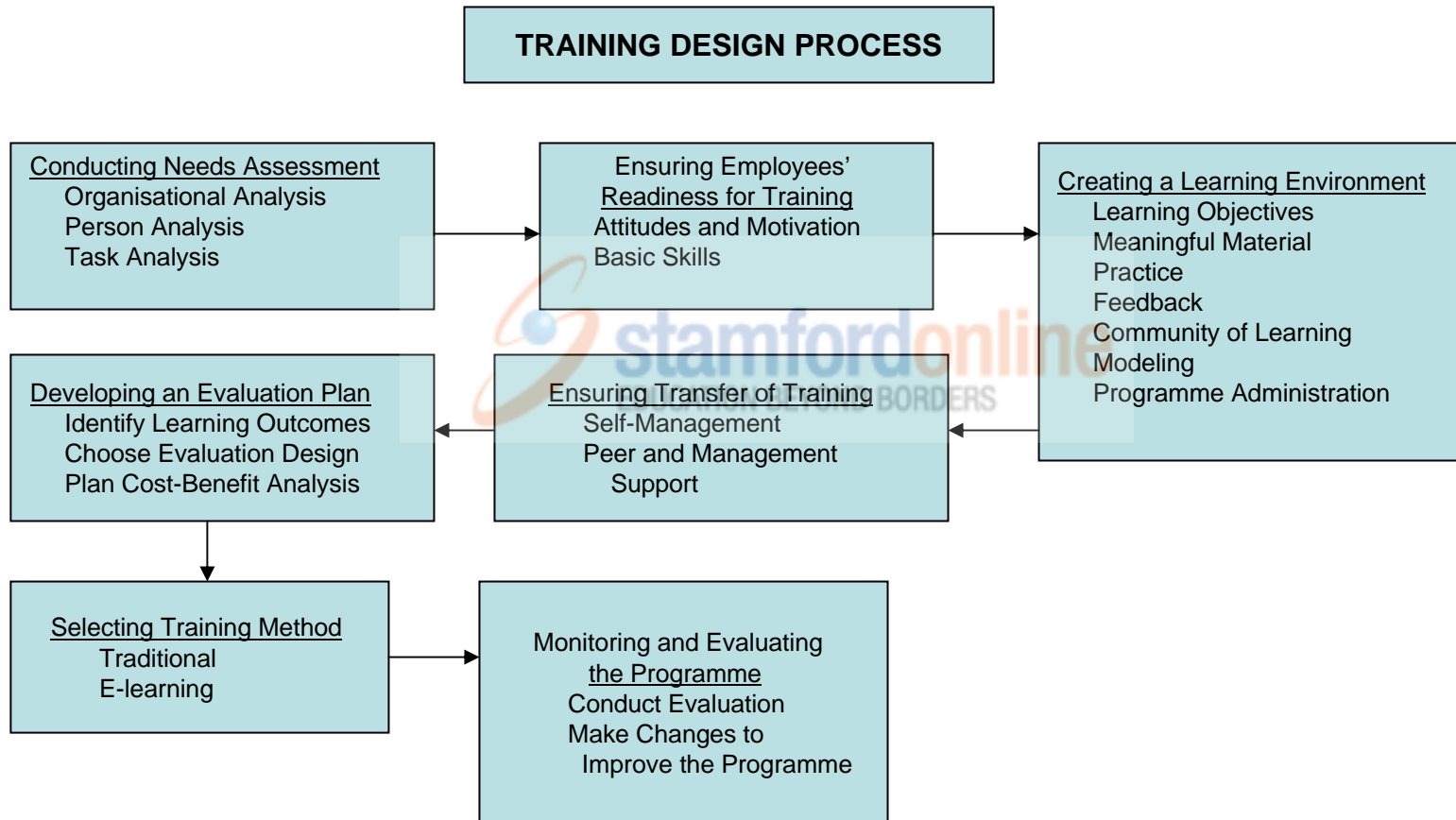
1980

- 1981 K. Blanchard and S. Johnson published *The One-Minute Manager*
- 1982 T. Peters and R. Waterman published *In Search of Excellence*
- 1987 G.S. Ordione published *The Human Side of Management*
- 1987 *Establishment of the Malcolm Baldrige National Quality Award*
- 1987 Hudson Institute published *Workforce 2000: Work and Workers for the 21st Century* by W.B. Johnson and A.H. Packer
- 1988 ASTD membership reached 24,500

1990

- 1990 ASTD and US Department of Labor published *The learning Enterprise* by A.P. Carnevale and L.J. Gainer, and another publication *Training in America: The Organizational and Strategic Role of Training* by Carnevale, Gainer, and J. Villet
- 1990 P.M. Senge published *The Fifth Discipline: The Art and Practice of the Learning Organisation*

DEVELOPMENT OF EMPLOYEE SKILLFULNESS



Continuation

Training design process – sometimes known as the ADDIE model

ADDIE model

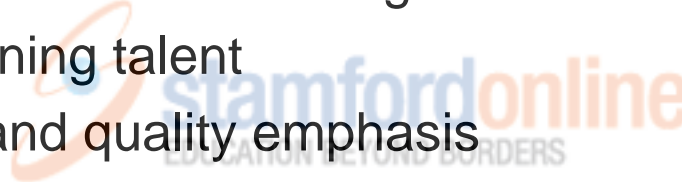
- Analysis
- Design
- Development
- Implementation, and
- Evaluation



FOCUS ON EMPLOYEE SATISFACTION AND ADVANCEMENT

Forces influencing working and learning

- Globalisation
- Need for leadership
- Increased value placed on knowledge
- Attracting and retaining talent
- Customer service and quality emphasis
- Changing demographics and diversity of the work force
- New technology
- High-performance models of work systems
- Economic changes



REVIEW

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