

11. THE FUTURE OF TRAINING AND DEVELOPMENT

(Noe, R.A., 2005)

Introduction

- New technologies will increase in popularity for training delivery
 - Future trends that will affect training
 - New technologies for training delivery
- Virtual training organisation
- Determining whether change is necessary
 - Benchmarking
 - Re-engineering process

FUTURE TRENDS THAT WILL AFFECT TRAINING

1. Use of new technologies for training delivery will increase.
2. Demand for training for virtual work settings will be created.
3. Stress on the capture, storage, and use of intellectual capital will expand.
4. Companies will depend on learning management systems, integrated with business processes, and real-time learning.
5. Training will centre on business needs and performance.
6. Training departments will develop partnerships and will outsource.
7. Training and development will be viewed more from a change model perspective.

NEW TECHNOLOGIES FOR TRAINING DELIVERY

- (i) Costs of new training technologies will decrease.
- (ii) Companies can use technology to improve the preparation of employees to serve customers effectively and to create new business.
- (iii) New technologies can reduce training costs significantly.
- (iv) These technologies give trainers the opportunity to structure many desirable aspects of a learning environment into training.
- (v) Technology will facilitate training for the distribution of more contingent employees (e.g., part-timers, who may not work in a central locality, in a timely and effective manner.

VIRTUAL WORK ARRANGEMENTS

Teleworking – work conducted in a remote location (far from central offices) where the employee has restricted contact with peers but is able to communicate electronically. Effective virtual knowledge teams require structure, leadership, shared values, and reward goals.

Two training issues are embedded in virtual work arrangements:

- (i) Companies need to invest in training delivery methods that support digital collaboration. **Digital collaboration** relates to communication between two or more employees through the use of a computer, which serves as a mediator.
- (ii) The possession of knowledge, knowing which employees have it, and sharing knowledge with teams and individuals intra-functionally and inter-functionally, are crucial to effectiveness

DETERMINING WHETHER CHANGE IS NECESSARY

Benchmarking is searching for examples of best practices to produce excellent products, services, and systems. While studying how excellent companies conduct training, a company can:

- (i) assess how its training practices compare with the best practices,
- (ii) assist learning from others,
- (iii) take note of what type of training practices work and how they are implemented successfully,
- (iv) increase the likelihood that new training practices will readily be accepted and effective,
- (v) assist managers to sell the need for changing existing training and development practices, and
- (vi) apply it to produce a training strategy and set priorities for training practices.

XEROX'S BENCHMARKING PRACTICES

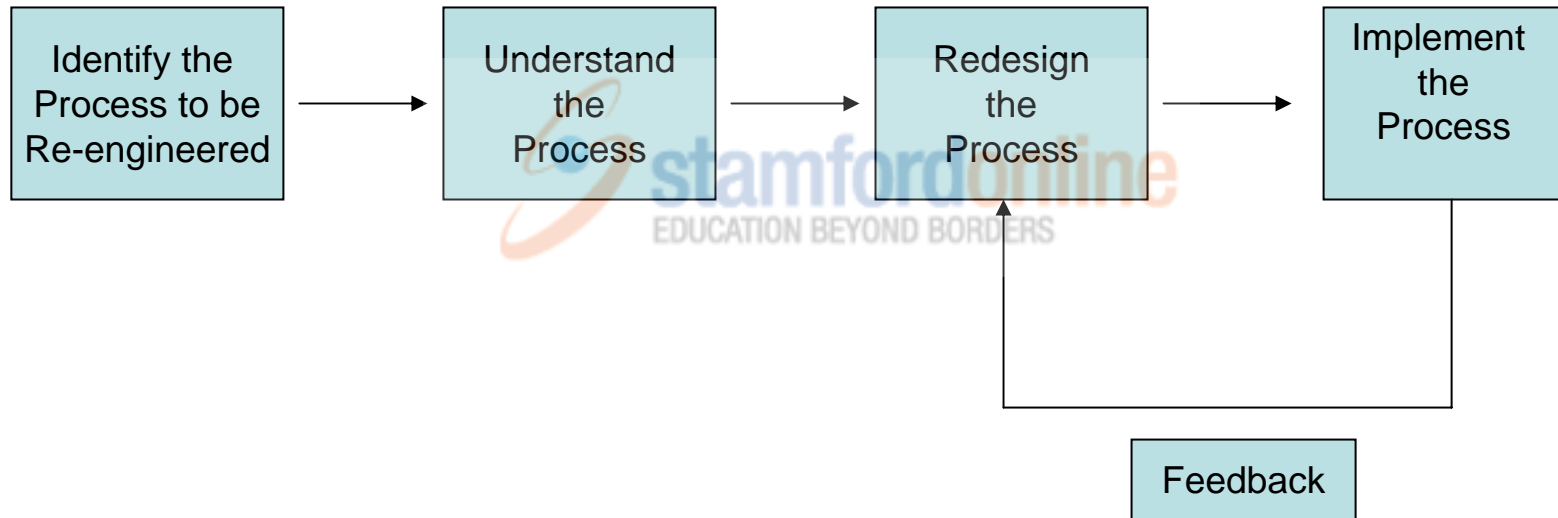
1. Select what is to be benchmarked.
2. Select comparable companies.
3. Specify data collection methods and collect data.
4. Establish current performance levels.
5. Forecast future performance needs.
6. Disseminate benchmark results and gain acceptance.
7. Identify functional goals.
8. Structure action plans.
9. Activate action plans and check progress.
10. Recalibrate benchmarks.

DETERMINING WHETHER CHANGE IS NECESSARY (continuation)

Re-engineering is the complete review of the crucial processes and the redesign of those processes to make them more efficient and able to deliver higher quality. Re-engineering is:

- (i) crucial to ascertain the realisation of the benefits of new training and development programmes,
- (ii) of added importance when trainers try to conduct training through the application of new technology, and
- (iii) important when training departments attempt to streamline administrative processes and improve the services they give to their “customers”.

THE RE-ENGINEERING PROCESS



THE RE-ENGINEERING PROCESS (continuation)

- * **Identify the Process** – “process owners”, like managers, trainers, and employees, should be specified and invited to join the re-engineering team.
- * **Understand the Process**
 - Combine tasks where possible.
 - More autonomy is given to employees, with process decision making and control streamlined. - ---
 - The process does not have unnecessary steps.
 - Embedded process checks and controls using data should not be redundant or unnecessary. - --
 - Special cases and exceptions that have to be followed, should be decreased.
 - Process steps should be arranged according to their natural order.
 - The desired result, necessary tasks, and the value of the process should be identified.

Techniques used to understand the processes include:

- **Data-flow diagrams** show the interdepartmental flow of data,
 - **Data-entry relationship diagrams** show the types of data used within a business function and the connection among different data types, and
 - **Scenario analysis** covers simulations of real-world issues that are given to data end users.
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- * **Redesign the Process** where the team construct models, test them, choose a prototype, and determine how to integrate the prototype into the organisation.
 - * **Implement the Process** where the company test runs the process in a small, controlled setting before implementing it throughout the company.

REVIEW

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