

# Human Resources Training and Individual Development

Traditional Training Methods  
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## Traditional Training Methods

Presentation Methods

Hands-on Methods

Group Building Methods

### Presentation Methods

- How is the information transmitted to the trainee with *presentation methods*?
- What information is transmitted?
- Two presentation methods:
  - Lectures
  - Audio-visual techniques

### Hands-on Methods

- *Hands-on methods* refer to training methods that require the trainee to be actively involved in learning.
- These methods include:
  - On-the-job training
  - Simulations
  - Case studies
  - Business games
  - Role plays
  - Behavior modeling

### On-the-Job Training

- *On-the-job training (OJT)* refers to new or inexperienced employees learning through observing peers or managers performing the job and trying to imitate their behavior.
- OJT includes:
  - Apprenticeships
  - Self-directed learning programs

### OJT Programs: Apprenticeship

- Work-study training method with both on-the-job and classroom training.
- To qualify as a registered apprenticeship program under state or federal regulations:
  - 144 hours of classroom instruction
  - 2000 hours (or one year) of OJT experience
- Can be sponsored by companies or unions.
- Most programs involve skilled trades.

### **Simulations**

- Represents a real-life situation.
- Trainees' decisions result in outcomes that mirror what would happen if on the job.
- Used to teach:
  - Production and process skills
  - Management and interpersonal skills

### **Case Studies**

- Description about how employees or an organization dealt with a difficult situation.
- Trainees are required to:
  - Analyze and critique actions taken
  - Indicate the appropriate actions
  - Suggest what might have been done differently

### **Role Plays**

- Trainees act out characters assigned to them.
- Information regarding the situation is provided to the trainees.
- Focus on interpersonal responses.
- Outcomes depend on the emotional (and subjective) reactions of the other trainees.
- The more meaningful the exercise, the higher the level of participant focus and intensity.

### **Behavior Modeling**

- Involves presenting trainees with a model who demonstrates key behaviors to replicate.
- Provides trainees opportunity to practice the key behaviors.
- Based on the principles of social learning theory.
- More appropriate for learning skills and behaviors than factual information.
- Effective for teaching interpersonal and computer skills.

### **Group Building Methods**

- *Group building methods* refer to training methods designed to improve team or group effectiveness.
- Training directed at improving individual trainees' skills as well as team effectiveness.

### **Group Building Methods**

- Involve trainees:
  - Sharing ideas and experiences
  - Building group identity
  - Understanding interpersonal dynamics
  - Learning their strengths and weaknesses and of their co-workers

### **Group Building Methods**

- **Group techniques focus on helping teams increase their skills for effective teamwork.**
- **Group building methods include:**
  - Adventure learning
  - Team training
  - Action learning

### **Group Building Methods: Adventure Learning**

- **Focuses on the development of teamwork and leadership skills using structured outdoor activities.**
- **Also known as wilderness training and outdoor training.**
- **Best suited for developing skills related to group effectiveness such as:**
  - Self-awareness
  - Problem solving
  - Conflict management
  - Risk taking

### **Group Building Methods: Team Training**

- **Involves coordinating the performance of individuals who work together to achieve a common goal.**
- **Teams that are effectively trained develop procedures to identify and resolve errors, coordinate information gathering, and reinforce each other.**

### **Group Building Methods: Action Learning**

- **Involves giving teams or work groups:**
  - an actual problem,
  - having them work on solving it,
  - committing to an action plan, and
  - holding them accountable for carrying out the plan.

### **Choosing a Training Method**

1. **Identify the type of learning outcome that you want training to influence.**
2. **Consider the extent to which the learning method facilitates learning and transfer of training.**
3. **Evaluate the costs related to development and use of the method.**
4. **Consider the effectiveness of the training method.**

### **Wednesday**

- **Creative training and presentation techniques**
- **Exam review sheet**