



## Organizational Training and Personal Development

MGT 413  
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## Plan for the Day



- ◆ Why training; what is training; ISD process
- ◆ Team formation exercise
- ◆ Current trends in learning and performance
- ◆ Trends in training
- ◆ Course web site/surveys

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## Content Objectives



- ◆ Objectives: textbook, p. 1
  1. Discuss the forces influencing the workplace and learning, and explain how training can help companies deal with these forces (why is training important now?).
  2. Discuss various aspects of the instructional system design model (what is the instructional design model?).
  3. Describe the amount and types of training occurring in U.S. companies (what is training; how much training is done?).

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## Objectives (continued)



4. Describe how much money is spent on training in U.S. companies and how the money is used.
5. Discuss the key roles and competencies required for training professionals.
6. Identify current trends affecting learning and training, and understand what do these trends mean for yourself and for organizations

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## Introduce Yourself



- ◆ Please tell us your name, how we should call you, and 2-3 facts about yourself

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## Why Training?



- ◆ Why is the training function becoming increasingly important for organizations?

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## Forces Influencing the Workplace and Training



- ◆ Globalization
- ◆ Increased value placed on knowledge
- ◆ Attracting and winning talent
- ◆ Quality emphasis
- ◆ Changing demographics and diversity of the work force
- ◆ New technology
- ◆ Need for leadership
- ◆ High-performance model of work systems

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## Why is Training the Answer?



- ◆ \$50-60 Billion Spent on Training
- ◆ But why is training the answer?
  - Why not other HR practices?

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## Why is Training the Answer?



- ◆ Why not recruitment (get skilled employees), selection (hire the right people for the job), etc.?

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## Training



- ◆ What is training?

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## How are Training Systems Developed?

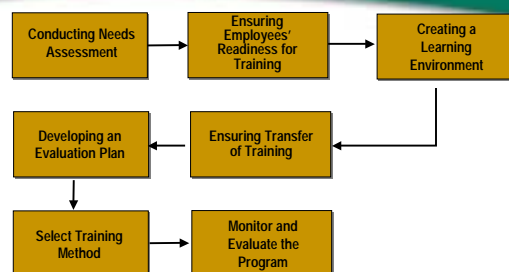


- ◆ Instructional Systems Design Process
  - Conduct needs assessment
  - Consider trainee readiness
  - Consider learning environment
  - Consider transfer of training
  - Develop training criteria
  - Select a training method
  - Monitor and evaluate the program

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## Training Design Process



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## Training Investment Leaders



- ◆ U.S. employers spend approximately \$60 billion on formal training per year
  - Approximately 1 to 2 percent of their payroll
- ◆ Training Investment Leaders invest 3 to 5 percent of payroll in training
  - They train almost all eligible employees
  - Employees spend twice as much time training as those in Benchmark firms
  - They make a larger investment in learning technologies.

## Icebreaker



- ◆ We need to get to know one another, so...

## Project Teams



- ◆ Random assignment to teams
  - Trades allowed, but no unilateral moves
- ◆ Turn in
  - Team Number
  - Team Name
  - List of members' names
  - Date for presentation (eventually)

## Top Ten Trends in Learning



- ◆ ASTD's Future Research conference entitled "Shaping the Future: Leading Workplace Learning and Performance in the New Millennium" ([www.futuresearch.net](http://www.futuresearch.net))
  1. Money
  2. Diversity
  3. Time
  4. Work
  5. World
  6. Meaning
  7. Change
  8. Knowledge
  9. Technology
  10. Careers

## Trends in Training



- ◆ Van Buren and Erskine (2002)
  - Spending on employer-provided training
  - Outsourcing
  - E-Learning

## Course Web Site



- ◆ Web page: [www.studies-online.org/MGT413](http://www.studies-online.org/MGT413)
- ◆ Listserv: see instructions under announcements
- ◆ On-Line Surveys
  - Course feedback
  - Personal development surveys
    - » [Personality Survey](#) – due Feb. 20
    - » [Leadership Survey](#) – due March 12
    - » [Attitudes Survey](#) – due March 19
    - » [Feelings Survey](#) – due April 9
    - » [Career Anchors Survey](#) – due April 9

## Next Class



- ◆ Strategic Training
- ◆ Readings:
  - Noe Chapter 2
  - Pfeffer and Veiga (1999)
  - Senge (2003)