

# Training & Development Session 2



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## Topics

- ◆ Importance, objective and scope of training
- ◆ A Systematic Approach to Training
- ◆ Training and Development
- ◆ Training need analysis TNA /Training need identification

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# Your Objectives

Following this presentation you should be able to complete the following objectives:

- 1. Describe why training is important and distinguish amongst training, education and development**
- 2. Define the KSA concept, and comment upon the relative difficulty in developing people's knowledge, skills and attitudes.**
- 3. Training need identification/ TNA analysis.**

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## Reasons for training in organizations

- ◆ Increased productivity and adherence to quality standards
- ◆ Increasing organizational stability and flexibility
- ◆ Reduced supervision and direction
- ◆ Economical use of resources & Heightened morale
- ◆ Increase in productivity & Better industrial relations
- ◆ Role & career flexibility & Reduced learning time
- ◆ Future manpower needs
- ◆ Reduced accidents at workplace
- ◆ Globalization & speed of change
- ◆ New appraisal techniques
- ◆ Reduction of errors & accidents
- ◆ Reduction of turnover and absenteeism

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## Objectives of training and development

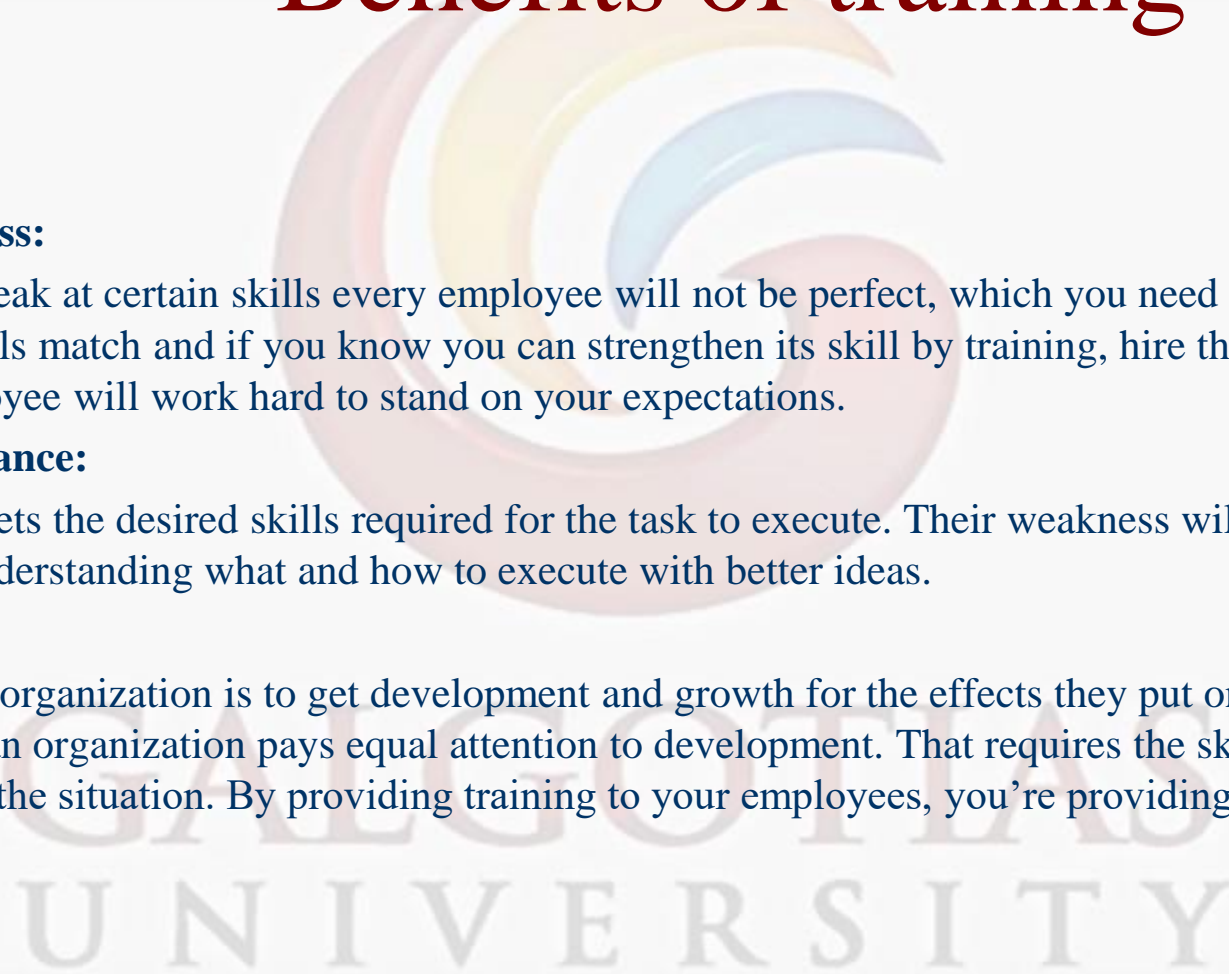
Every business looks for productivity, quality improvement, Industrial safety, reduction of turnover and learning time and ability to maintain an effective management team. These are the main objectives of any training and development program in an organization.

- ◆ To provide job-related knowledge to your staff.
- ◆ To provide skill, knowledge systematically
- ◆ To develop the productivity of the employees and the organization
- ◆ To maintain safety standards
- ◆ To improve equipment handling practices
- ◆ To develop the employees for advancement

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## Benefits of training

- ◆ **Addressing Weakness:**
- ◆ Every employee is weak at certain skills every employee will not be perfect, which you need for the position. If the employee certain skills match and if you know you can strengthen its skill by training, hire them or assign tasks to them, definitely your employee will work hard to stand on your expectations.
- ◆ **Improving Performance:**
- ◆ Once the employee gets the desired skills required for the task to execute. Their weakness will turn into their strengths and they get the better understanding what and how to execute with better ideas.
- ◆ **Fostering Growth:**
- ◆ The main aim of any organization is to get development and growth for the effects they put on. Growth can be achieved if all the workforce of an organization pays equal attention to development. That requires the skilled and ambitious employees to handle the situation. By providing training to your employees, you're providing them the space to learn and grow.



## Benefits

- ◆ **Enhancing Satisfaction:**
- ◆ Employees feel confident in gaining skills. Training helps the employees to perform tasks easily and also they can innovate new strategies to execute the task. This builds some level of satisfaction in employees.
- ◆ **Reducing Turnover:**
- ◆ Initially, when you train your staff, it will cost you time and money. Once the employee gets skilled in their role they can provide you better revenue than before. It reduces the frustration level of both the employee and the employer. Expertise brings the quality of the work and development of the organization.

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## Problems in training

Six big problems with training and development

- ◆ A failure to identify the specific needs of learners and for learners to own their own development needs
- ◆ Objectives set by trainers, rather than the learners
- ◆ Little acceptance by learners of the need to take responsibility for their own development
- ◆ Constraints of time for preparation and participation in learning events
- ◆ A failure to follow through learning beyond an event or course
- ◆ Failing to achieve high value via transfer of the learning

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## Opportunities and challenges of trainings

Busy training and development managers face a range of challenges in creating and delivering high-caliber content in an on-demand world.

Major training and development challenges are:

1. Improving learning effectiveness.
2. Expanding library of content and training programs
3. Delivering consistent service across a global organization
4. Reducing development cycle times
5. Increasing product knowledge amongst employees



# The KSA Concept

- ◆ If we follow the GAP concept, training is simply a means to use activities to fill the gaps of performance between the actual results and the expected results.
- ◆ This GAP can be separated into 3 main themes
  1. **Knowledge**
  2. **Skills**
  3. **Attitudes**

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# Five Principles of Learning

- ◆ Participation: involve trainees, learn by doing
- ◆ Repetition: repeat ideas & concepts to help people learn
- ◆ Relevance: learn better when material is meaningful and related
- ◆ Transference: to real world using simulations
- ◆ Feedback: ask for it and adjust training methods to audience.

# A Systematic Approach to Training

## Key Concepts in Preparing a Training Plan

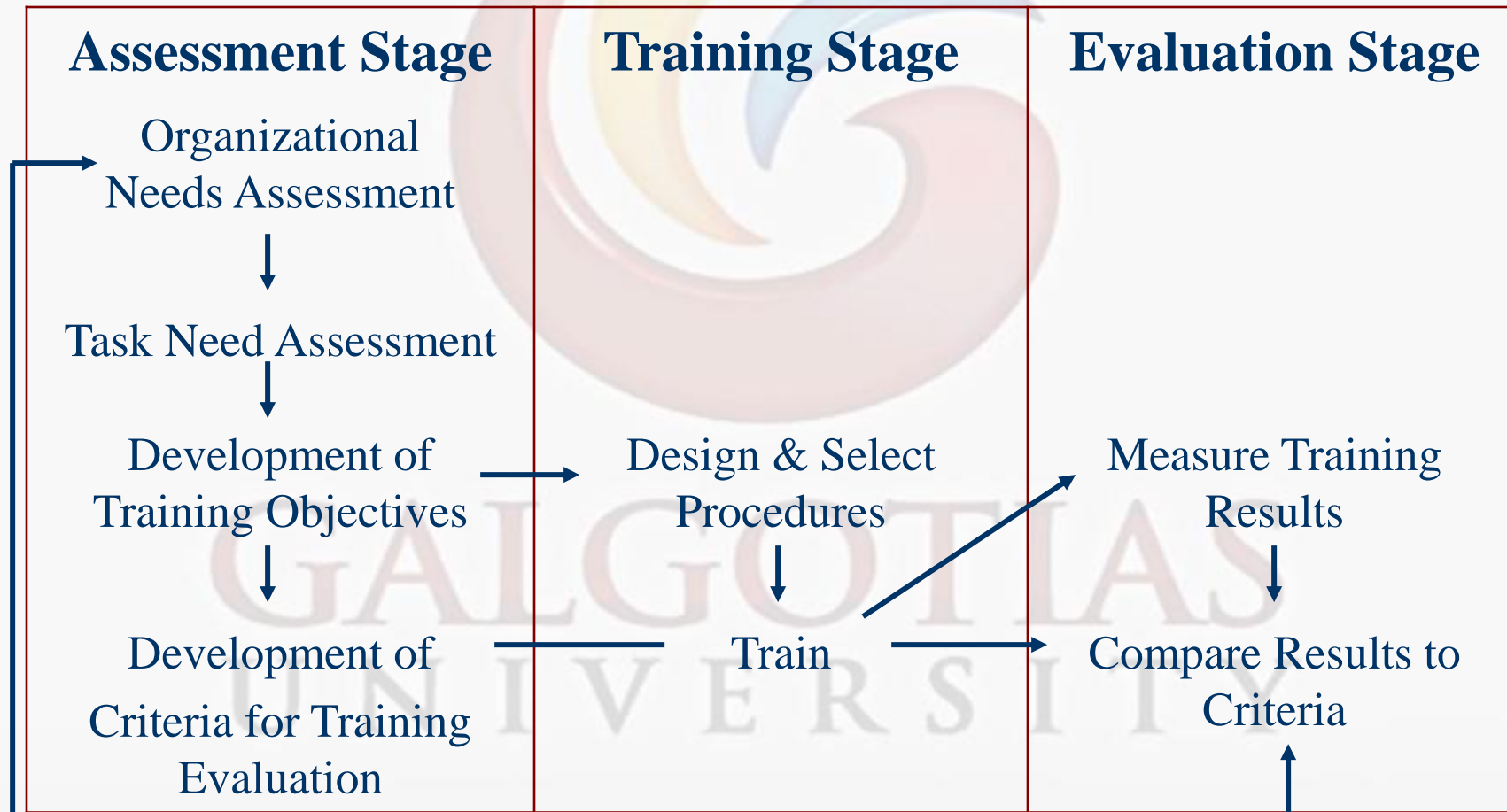
Before you train and develop people identify what:

- **They must know** - before they can perform job
- **They should know** - to improve performance
- **Would be nice for them to know** – but not necessary to perform duties.

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# Model of the Training Process

\*Goldstein, I. (2002) Training in Organizations 4<sup>th</sup> Ed.



Feedback

# Nine Steps in the Training Process

1. Assessing training needs
2. Preparing training plan
3. Specifying training objectives
4. Designing the training program(s)
5. Selecting the instructional methods
6. Completing the training plan
7. Implementing the training program
8. Evaluating the training
9. Planning future training

# 1) Assessing Training Needs

Conduct a training needs analysis by either one, or both, of the following

- ◆ External approach (company, guests, society)
- ◆ Internal approach – using a staff opinion survey.

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- ◆ **Reference Books**

- ◆ Training and Development, B. Janakiram, Indian Text Edition, Biztantra, 2011
- ◆ Training & Development, G.Pandu Naik, 1st edition, Excel Books India, 2014.
- ◆ Enriching Human Capital Through Training and Development, P L Rao, Excel Books India, 2013.
- ◆ Training and Development (Text, Research and Cases) P.Nick Blanchard, James W. Thacker, V. Anand Ram, 4Edition, Pearson Education India, 2010
- ◆ Employee Training & Development , Raymond A. Noe, & Amitabh Deo Kodwani, 5th edition, Tata McGraw-Hill Education, 2012

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