Employee Training and Development

Seventh Edition

Raymond A. Noe
The Ohio State University

Mc Graw Hill Education

Contents

Preface vi

PART ONE
THE CONTEXT FOR TRAINING AND DEVELOPMENT 3

Chapter 1
Introduction to Employee Training and Development 4

Introduction 6
Training and Development: Key Components of Learning 7
Designing Effective Training 10
Overcoming the Flaws of the ISD Model 12
The Forces Influencing Working and Learning 13
Economic Cycles 14
Globalization 15
Increased Value Placed on Intangible Assets and Human Capital 17
Focus on Links to Business Strategy 22
Changing Demographics and Diversity of the Workforce 22
Generational Differences 23
Talent Management 26
Customer Service and Quality Emphasis 31
New Technology 35
High-Performance Models of Work Systems 38
Snapshot of Training Practices 40
Training Facts and Figures 40
Training Investment Leaders 42
Roles, Competencies, and Positions of Training Professionals 44
Who Provides Training? 46
Who Is in Charge of Training? 46
Preparing to Work in Training 49
Key Terms 50
Discussion Question 51
Application Assignments 52
Case: Zappos: *Facing Competitive Challenges* 53
Endnotes 54

Chapter 2
Strategic Training 61

Introduction 63
The Evolution of Training: From an Event to Learning 65
Learning as a Strategic Focus 65
The Learning Organization 65
Implications of Learning for Human Capital Development 67
The Strategic Training and Development Process 69
Business Strategy Formulation and Identification 69
Identify Strategic Training and Development Initiatives That Support the Strategy 72
Provide Training and Development Activities Linked to Strategic Training and Development Initiatives 76
Identify and Collect Metrics to Show Training Success 77
Examples of the Strategic Training and Development Process 78
Organizational Characteristics That Influence Training 81
Roles of Employees and Managers 81
Top Management Support 83
Integration of Business Units 83
Global Presence 83
Business Conditions 84
Other HRM Practices 85
Strategic Value of Jobs and Employee Uniqueness 87
Extent of Unionization 88
Staff Involvement in Training and Development 88
Training Needs in Different Strategies 89
Models of Organizing the Training Department 92

The Corporate University (Corporate Training Universities) 93
Creating a Corporate University 96
Business-Embedded Learning Function 97
Learning, Training, and Development from a Change Model Perspective 99
Marketing Training and Creating a Brand 101
Outsourcing Training 104
Summary 105
Key Terms 106
Discussion Questions 106
Application Assignments 107
Case: *IBM Offers Training (and Pay Cuts) to Employees to Learn New Technologies* 108
Endnotes 109
Case 1: Learning in Practice: Dow Chemical Develops Leaders by Sending Them to Work in Unfamiliar Surroundings 113

PART TWO
DESIGNING TRAINING 115

Chapter 3
Needs Assessment 116

Introduction 117
Why Is Needs Assessment Necessary? 118
Who Should Participate in Needs Assessment? 120
Methods Used in Needs Assessment 123
The Needs Assessment Process 126
Organizational Analysis 127
Person Analysis 129
Basic Skills 132
Age and Generation 136
Task Analysis 140
Competency Models 144
Scope of Needs Assessment 148
Needs Assessment in Practice 149
Summary 150
Key Terms 151
Discussion Questions 151
Application Assignments 152
Case: Determining Training Needs at Summit Credit Union 153
Endnotes 154

Chapter 4
Learning and Transfer of Training 157

Introduction 158
What Is Learning? What Is Learned? 160
Learning Theories 161
Reinforcement Theory 161
Social Learning Theory 162
Goal Theories 165
Need Theories 166
Expectancy Theory 167
Adult Learning Theory 167
Information Processing Theory 169
Transfer of Training Theory 170
Theory of Identical Elements 170
Stimulus Generalization Approach 172
Cognitive Theory of Transfer 173
The Learning Process 173
Mental and Physical Processes 173
The Learning Cycle 175
Implications of the Learning Process and Transfer of Training for Instruction 176
Instructional Emphasis for Learning Outcomes 191
Summary 192
Key Terms 193
Discussion Questions 193
Application Assignments 194
Case: Safety First 196
Endnotes 196

Chapter 5
Program Design 201

Introduction 202
Considerations in Designing Effective Programs 204
Selecting and Preparing the Training Site 204
Choosing Trainers 206
How Trainers Can Make the Training Site and Instruction Conducive to Learning 208
Curriculum, Course, and Lesson Design 216
Curriculum Road Map 217
How to Choose a Vendor or Consultant for Training Services 224

Program Design Implications of Transfer of Training 226
Using Knowledge Management for Learning and Transfer of Training 234
Summary 238
Key Terms 239
Discussion Questions 239
Application Assignments 240
Case: Program Redesign Reduces Costs and Satisfies Learners 241
Endnotes 242

Chapter 6
Training Evaluation 246

Introduction 247
Reasons for Evaluating Training 248
Formative Evaluation 249
Formative Evaluation Involves Pilot Testing 250
Summative Evaluation 250
Overview of the Evaluation Process 251
Outcomes Used in the Evaluation of Training Programs 252
Reaction Outcomes 252
Learning or Cognitive Outcomes 255
Behavior and Skill-Based Outcomes 256
Affective Outcomes 257
Results 257
Return on Investment 258
Determining Whether Outcomes Are Appropriate 258
Relevance 259
Reliability 260
Discrimination 260
Practicality 260
Evaluation Practices 260
Which Training Outcomes Should Be Collected? 261
Evaluation Designs 263
Threats to Validity: Alternative Explanations for Evaluation Results 263
Types of Evaluation Designs 266
Considerations in Choosing an Evaluation Design 270
Determining Return on Investment 273
Determining Costs 274
Determining Benefits 275
Example of a Cost-Benefit Analysis 276
Other Methods for Cost-Benefit Analysis 277
Practical Considerations in Determining ROI 278
Success Cases and Return on Expectations 279
Measuring Human Capital and Training Activity 280
Big Data and Workforce Analytics 280
Summary 283
Key Terms 283
Discussion Questions 283
Application Assignments 284
Case: Developing Financial Planners at AMP 286
Endnotes 286
Case 2: Learning in Practice: Business Goals Drive Learning at Verizon 290

PART THREE
TRAINING AND DEVELOPMENT METHODS 291

Chapter 7
Traditional Training Methods 292

Introduction 293
Presentation Methods 296
Lecture 296
Audiovisual Techniques 298
Hands-on Methods 299
On-the-job training (OJT) 299
Self-Directed Learning 301
Apprenticeship 303
Simulations 305
Case Studies 306
Business Games 308
Role-Plays 309
Behavior Modeling 310
Group Building Methods 312
Adventure Learning 313
Team Training 315
Action Learning 318
Choosing a Training Method 320
Summary 323
Key Terms 323
Discussion Questions 323

Application Assignments 324
Case: *Training Methods for Bank Tellers* 326
Endnotes 327

Chapter 8
Technology-Based Training Methods 331

Introduction 332
Technology's Influence on Training and Learning 335
Technology Facilitates Collaboration 335
Technology Creates a Dynamic Learning Environment 337
Technology Gives Learner's Control 338
Computer-Based Training, Online Learning, Web-Based Training, E-Learning 340
Developing Effective Online Learning 346
Needs Assessment 346
Creating a Positive Online Learning Experience 348
Learner Control 350
Provide Time and Space for Online Learning 350
Technology for Collaboration and Linking 351
Massive Open Online Courses (MOOCs) 351
Social Media: Wikis, Blogs, Microblogs, and Social Networks 353
Blended Learning 356
Simulations and Games 357
Mobile Technology and Learning 361
Adaptive Training 364
Distance Learning 364
Technologies For Training Support 367
Expert Systems 367
Electronic Performance Support Systems (EPSSs) 368
Learning Management Systems: Systems for Training Delivery, Support, and Administration 369
LMS is Also Important for Human Capital Management 370
Choosing New Technology Training Methods 371
Summary 374
Key Terms 374
Discussion Questions 375
Application Assignments 375
Case: *Training Jiffy Lube Service Technicians on New Products* 376
Endnotes 377

Chapter 9
Employee Development and Career Management 383

Introduction 385
The Relationship Among Development, Training, and Careers 385
Development and Training 385
Development and Careers 386
Development Planning Systems 388
Reality Check 389
Goal Setting 390
Action Planning 390
Examples of Career Management and Development Systems 390
Approaches to Employee Development 393
Formal Education 394
Executive Education 396
Tuition Reimbursement 397
Assessment 398
Job Experiences 404
How to Match Job Experiences to Employees' Development Needs and Goals 412
Interpersonal Relationships 412
Special Topics in Employee Development: Succession Planning, Developing Dysfunctional Managers, Onboarding 419
Summary 428
Key Terms 428
Discussion Questions 429
Application Assignments 430
Case: *Onboarding at MGM Resorts* 431
Endnotes 431
Case 3: Learning in Practice: Development Is Served 24/7 in Intercontinental Hotel Group's Leaders Lounge 438

PART FOUR
SOCIAL RESPONSIBILITY AND THE FUTURE 441

Chapter 10
Social Responsibility: Legal Issues, Managing Diversity, and Career Challenges 442

Introduction 444
Training Partnerships 445
Joint Union-Management Programs 447
Legal Issues and Managing a Diverse Workforce at Home and Abroad 448
Legal Issues 448
Melting the Glass Ceiling 459
Cross-Cultural Preparation 460
Steps in Cross-Cultural Preparation 461
Career Challenges Facing a Multigenerational Workforce 464
Work-Life Balance 465
Career Paths and Dual Career Paths 468
Dual Career Path 470
Career Recycling 472
Job Hopping 473
Coping with Career Breaks 474
Coping with Job Loss 475
Meeting the Needs of Older Workers 477
Preretirement Socialization 478
Retirement 480
Early Retirement Programs 480
Summary 481
Key Terms 482
Discussion Questions 482
Application Assignments 483
Case: *Successful Management Requires International Experience* 483
Endnotes 484

Chapter 11 491
The Future of Training and Development 491

Introduction 493
Training for Sustainability 494
Increased Use of New Technologies for Training Delivery and Instruction 495
Breakthroughs in Neuroscience About Learning 497
Increased Emphasis on Speed in Design, Focus on Content, and Use of Multiple Delivery Methods 498
Increased Emphasis on Capturing And Sharing Intellectual Capital and Social Learning 500
Increased Use of Just-In-Time Learning and Performance Support and Social Learning 501
Increased Emphasis on Performance Analysis: Big Data and Learning for Business Enhancement 502
Increased Use of Stakeholder-Focused Learning, Training Partnerships, and Outsourcing Training 505
Implications of Future Trends for Trainers' Skills and Competencies 508
Summary 508
Key Terms 509
Discussion Questions 509
Application Assignments 509
Case: *Work Styles Promotes Flexible Work at Telus* 510
Endnotes 511
Case 4: Learning in Practice: Working at Home: A Bad Idea? 513

Glossary 514

Name Index 527

Company Index 537

Subject Index 541