FOUNDATIONS of HUMAN RESOURCE DEVELOPMENT

Richard A. Swanson
Elwood F. Holton III

Brief Contents

Contents

PART ONE
Introduction to Human Resource Development   1

1 HRD as a Professional Field of Practice   3

2 Basics of HRD   14

3 History of HRD   27

PART FIVE
**Unleashing Human Expertise through
Organization Development   257**

List of Figures

Preface

Human resource development (HRD) is a very large field of practice and a relatively young academic discipline. Furthermore, HRD is deeply concerned about the dynamic issues of individual and organizational change. Such a profession is in need of a complete and thoughtful foundational text. That is the purpose of this book.

The intention is that this foundation book will serve the needs of both practitioners and academics for the purpose of adding clarity to their professional journeys. While we have a personal preference as to the purpose and primary means of doing HRD work, the attempt has been to provide a fair review of the range of major views that exist in the profession.

This is not a principles-of-practice book. Many books in HRD outline their version of "best practices" but do not probe more deeply to the underlying foundations of practice. This book does the opposite. For the most part, we define the underlying foundations while providing an overview of practice. Readers who seek a deeper understanding of core models that undergird best practice; who seek to understand the history and philosophies in HRD; who want to think more deeply about learning, performance, and change; and who prefer to be reflective about their practice rather than blindly follow the latest formulas will find this book a refreshing and thoughtful explication of the field.

Because the discipline of HRD is so young, there has been little work to define the foundations of the field. Our struggle with this book has been to draw boundaries without building walls. For us this book continues the conversation about the foundations of the field. In a discipline as young as HRD, a consensus about foundations will be a work in progress for many years.

This book is directed toward several audiences. First, it is designed for university courses in HRD. We argue that every HRD academic program needs a course that teaches the foundations of the field. Second, HRD researchers will find the book thought-provoking and useful as a guide to core research issues. Third, it is written for reflective practitioners who actively seek to lead the field as it grows and matures. Finally, almost every practitioner will find parts of the book that will add depth to their practice.

The seventeen chapters of the book are organized into six parts. The first part, "Introduction to Human Resource Development," establishes a basic understanding as to what HRD is, the general HRD model and process it relies on to do its work, and the history of HRD. Part Two, "Theory and Philosophy in Human Resource Development," provides the critical theoretical and philosophical foundations of HRD. Both of these perspectives have generally been missing among HRD professionals and are believed to be essential for understanding and advancing the field. The third part is titled "Perspectives of Human Resource Development," and it explicates the learning and performance paradigms of HRD and associated models within each. An attempt is made in this section to clarify the learning-performance perspectives and their logical connection.

The next part, "Developing Human Expertise through Personnel Training and Development," captures the essence of the personnel training and development component of HRD as well as the nature of human expertise. Illustrations of personnel training and development practice that exist in host organizations are presented along with variations in core thinking, processes, interventions, and tools. Part Five, "Unleashing Human Expertise through Organization Development," describes the essence of the organization development component of HRD as well as the nature of the change process. This section presents examples of organization development as well as variations in core thinking, processes, interventions, and tools.

The sixth and final part is titled "Human Resource Development in the Twenty-first Century" and serves as a springboard into the future based on best practices and identification of the twenty-first-century challenges to HRD. Major issues for HRD—strategic roles of HRD, accountability in HRD, and the globalization and technology challenges to HRD—are carefully explained.

Richard A. Swanson
Elwood F. Holton III