Emerging Organisational Trends in Training & Development in India

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Abstract
Training and Development is a continuous process for improving the caliber and competence of the employees to meet the current and future performances. Training and development is vital to any business. Training presents a prime opportunity to expand the knowledge base of all employees, but many employers find the development opportunities expensive. A structured training and development program ensures that employees have a consistent experience and background knowledge. All employees need to be aware of the expectations and procedures within the company. This includes safety, discrimination and administrative tasks. Training is about gaining the skills needed for a job.

Keywords: Training & Development

Objective Of The Study
The main objective of this study is enhancing the use of new trends in training and development in existing organisations in India so they can seek growth in their own organizational environment as well as in competitive environment.

Introduction
Training: Training is an important subsystem of HRD. Training is any attempt to improve employee performance on a currently held job or one related to it. Training is a process which enables trainees to achieve the goals & objectives of their org.

Training is also a process of acquiring the skills necessary to do the job. Training is an act of increasing the knowledge & skills of an employee for doing a particular task. It belongs to knowledge about specific job. (H. John Bernardin)

Training is a systematic development of the knowledge, skills and attitudes require by employees to perform adequately on a given task. Employee’s training and development is seen as the most important formation of any competent management. The reason is not far-fetched, the ever increasing technological sophistication especially in this age of computer technology has really made it compulsory for organizations to meet changing situations. According to Abiodun (1999),

Development: Acc. To Floppo: Management development includes the processes by which managers & executives acquire not only skills & competency in their present jobs but also capacities for future managerial tasks. Development means the growth of an employee in all respects. It shapes attitude. “It mainly relates to polish the skills, ability & capability of employees in an org”. Training and development. In simple words, Training & development refers to the imparting of specific skills abilities & knowledge to an employee. Further there are basic stages in establishing training function with the view to improving on the manpower development.

These stages are:

a) To find out the training needs of the particular needs of the particular company at all levels.
b) To formulate a training policy which will meet the needs of the organization?
c) To evaluate the resources both financial and material which could be required?
d) To provide the necessary specialist training officers who will be responsible for implementing both the training policy and the training plan. A training need can be said to exist when there is a gap between the existing performance of an employee (or group of employees), and the desired performance to assess whether such a gap requires a skill analysis.

All the activities are positively impacted if training systems are well designed. In treating training, there are three types of organisations.

a) One organization regards training as an unnecessary & time wasting activity.
b) Second type of organization treats training as a continuous activity. They feel that superior is responsible for training.
c) Third type of organization s where training is used as a tool to deal with specific problems.

General Benefits from Employee Training and Development

a) Increased job satisfaction and morale among employees
b) Increased employee motivation
c) Increased efficiencies in processes, resulting in financial gain
d) Increased capacity to adopt new technologies and methods
e) Increased innovation in strategies and products
f) Reduced employee turnover
g) Enhanced company image, e.g., conducting ethics training (not a good reason for ethics training!)
h) Risk management, e.g., training about sexual harassment, diversity training

Who Is Responsible For Employee Training And Development?
Employee training is the responsibility of the organization. Employee development is a shared responsibility of management and the individual employee. The responsibility of management is to provide the right resources and an environment that supports the growth and development needs of the individual employee.

For employee training and development to be successful, management should:

a) Provide a well-crafted job description.
b) Provide training required by employees to meet the basic competencies for the job. This is usually the supervisor’s responsibility.
c) Develop a good understanding of the knowledge, skills and abilities that the organization will need in the future.
d) Look for learning opportunities in every-day activity.
e) Explain the employee development process and encourage staff to develop individual development plans.
f) Support staff when they identify learning activities that make them an asset to your organization both now and in the future.

Role of Training and Development in today’s Business Environment
Businesses would go under if they did not employ the right people to help run their day to day operations. Employee training and development are often key to the success of any business. Often upper management is tasked with leaving the daily run of the show in the hands of auxiliary employees and they want to be secure and feel safe about doing so. The best way to ensure this is by giving those employees the proper training in order to make sure they develop as they should.

Capable employees help businesses expand and run smoothly. If they are intelligent and have been properly trained in all the aspects of the job they are doing, they have more opportunities to advance and benefit the company in further ways. There are many companies who decide that cross-training capable employees will also prove beneficial in times of crisis or emergency. There is a greater chance of failure if employees are poorly trained. In order to avoid confusion, they should know that they can count on being directed and guided through the processes until they have mastered them and no longer need training.

Emerging Trends In Training & Development
1. Active Learning: Learning is better experientially and mostly by doing. Gives teams or work groups an actual problem, give them time on solving it and committing to an action plan, and then holds them accountable for carrying out the plan.

2. Roles as a Trainer
a) As a Coach: It helps employees identify strengths, weaknesses, interests, and values by maintaining open, effective communication and ongoing encouragement.
b) As an Advisor: It provides organizational information, realities, and resources to employees. One can improve advising by:
c) As an Appraiser: Evaluates employees’ performance in an open, candid way and relates this to potential opportunities.
d) As a Referral Agent: Helps employees meet their goals through contacts with people and resources.

3. Influence of e-Learning: Almost all major companies are using some form of online learning to train their employees. Unlike past where they used to focus more on mandatory trainings or highly focused trainings that address their pressing business problems/challenges, organizations are now investing more and more in personal development programs to increase employee productivity. (According to New Ambient Insight Report, the Asian eLearning market is expected to reach $11.5 billion by 2016.)

4. Adaptive Learning. Companies may want to consider breaking traditional learning methods by introducing aspects of adaptive learning, it is a methodology that breaks traditional models and allows employees to learn at their own pace.

5. Integrating learning and development into organisational strategy: Most organisations aspire to make the best use of their people (their ‘human resources’, ‘human capital’ or any other term they use to describe the flesh and blood that drives their enterprise). Without learning, organisations and individuals simply repeat old practices, change is cosmetic and improvements are either fortuitous or short-lived (Garvin 1993).

6. Behavioural Changes: More companies are focusing on building ‘how to’ skills that are highly relevant and immediately applicable to the jobs people do. Research shows that more people act themselves into new ways of thinking rather than think themselves into new ways of acting. Therefore it is the training that produces meas-
urability results in terms of behavioural change that is more likely to make a real difference in the long term.

7. Real use of training experts: Training specialists are those in the organisation who can provide a performance consulting service whereby all training interventions are geared towards the real needs of managers, staff and the business. To do this well, those working in the training area need to understand the business strategy of the organization.

8. Considering learning styles: It is a useful process, which is implemented prior to developing the training program. The concept of learning styles preferences is based on the recognition that some individuals prefer learning in one way compared with another. In order to optimise training effectiveness, meeting individual preferences regarding learning styles will go a long way.

9. Trainees’ Motivation and Timely Counseling for better result: The trainees’ motivation to learn and attend training has an effect on skill acquisition, retention and willingness to apply the newly learned knowledge, skills and attitude on the job. Employee counseling is a psychological health care intervention which can take many forms. Employee counseling gives individuals a valuable opportunity to work through problems and stresses in a strictly confidential and supportive atmosphere.

10. Competency Mapping: This is a way of assessing the strengths and weaknesses of a worker or organization. It’s about identifying a person’s job skills and strengths in areas like teamwork, leadership, and decision-making and during training sessions as well. Large organizations may use some form of this technique to understand how to best use each worker.

11. Comfort level Training: Trainings are done in-house by a team of specialists, or outsourced to the Training Consultants. A thorough Training Need Analysis gets done with every concerned individual, includes a lot of assessment tools; like, Kenexa, Lumina Spark, DISC, HR Chally, MBTI, etc. These tools give the training facilitators, a clear idea about their Personality portrait including overextended persona, Leadership & learning styles.

12. Social Networking: Social media can also be utilized to train or assess skills. The concerned participant or the facilitator can put up a question for a peer group, which can be answered by any one. Once it becomes a discussion-thread, the comments start attracting different and intelligent viewpoints.

13. Create own learning devices:
   The need for own learning devices also came out of the reports. With eLearning on the up it is becoming increasingly more viable to have tailored training courses for each individual learner taking into account what they already know and don’t know as well as their learning style. - it is yet unclear how many companies will be purchasing their own devices ready for training sessions and how many will expect candidates or trainers to provide their own (Bersin 2013).

14. Training is a means of maintaining, rising, and satisfying talent: Training has evolved into not only a means of maintaining employees’ skills, but also a strategy to retain, develop, and reward key talent. In ERC’s recent Talent Management Practices Survey, the majority (57%) of organizations say they use training and development opportunities as a strategy to retain top or key talent and 61% use it as a way to reward and recognize employees.

15. Demand for Mobile-Learning: Our new modern workplace roles with every day challenges and training needs do not give us time to build a training deck and arrange a trainer. Today’s managers work more from their homes and off shore rather than from their business desk. So the organizations are moving towards Mobile-Learning to ensure that their mobile workforce learn while they are on the move.

16. Technology based methods: Many companies are increasing their investment in technology-based methods, attracted by their ability to cater for today’s geographically scattered, mobile and multi-generational workforces with an easy, sociable, interactive way to learn. Mobile video, multi-player gaming, “virtual presence” facilities, e-books, on-line diagnostic tools, webinars, podcasts and on-demand TV are just a few of the multitude of technologies.

17. Training through Chunks of Information: Organizations are now using technology to provide information in smaller chunks that can help learner to get access only to what they want and not to everything they have.

18. Sharing and Listening: Collaborative learning is being given high priority now-a-days because people learn more and quickly through sharing and listening to each other. So this is another area where people are focusing to come up with solutions to offer training at a professional level.

19. Globalise effective talent: Many still focus on driving global talent mobility, aiming at efficient movement of high performers around the world. Long term, sustained growth in new markets is likely to rely on suc-
cessfully identifying, engaging, developing and retaining local talent.

20. Gradual Learning Philosophy: The “slow” philosophy doesn’t mean doing everything at a lethargic, crawling pace. It’s about aiming to do things at the right speed.

21. Creation of cloud based platforms: The trend of employees working remotely has exploded in recent years, but training resources have failed to keep up. In 2013, look for a number of new cloud-based remote training solutions to emerge. A few pioneering companies have already released systems that allow training managers to import all their classroom resources onto cloud-based platforms and enabling remote users to sign on when their schedules allow.

22. Training is becoming Knee-jerk: New challenges arrive at breakneck speed in the modern workplace, and with them come needs for new skills and knowledge. There may simply be no time for building a new training deck, mounting a new e-learning module, or even booking a conference room for an afternoon learning session. Instead, training managers will have to think on their feet and respond quickly to new challenges.

23. Performance Consulting: Human Performance Technology or performance consulting is changing the face of the traditional training department forever. Few training organizations offer trainer-led, generic classes as the only, or even major, solution to organizational challenges and opportunities any more.

24. Gamification techniques for training: The use of gamification that is, applying game principles to non-game situations is very appealing to the Gen Y and Gen C workforce. The concept is to make learning fun, and to challenge the learner (termed a player) to continue to learn through quests and competition. More and more organizations are utilizing gamification programs for corporate training.

25. Training- as helpful mechanism in competitive advantage: While some organizations have long had a global dimension in their leadership development initiatives, most companies find they must play catch-up or lose ground in an increasing integrated, competitive global marketplace.

26. Organisations are becoming more transparent: Organisations need to become more open about their policies and practices, and the T&D function is no exception. This means employees will expect greater openness from executives about performance review criteria, changes in corporate strategy, career advancement opportunities, high potential selection and even management succession.

27. Companies focusing training to build employee fidelity: With organizations facing more employee restlessness and turnover, senior management is turn to HR and T&D to build closer relationship with high-performing workers and to use development as a means to improve retention and engagement.

28. Workers assured about high-potential programs: The process of selecting candidates for high-potential programs up to now has typically been discreet and low key. The process is becoming more open, however, an ambitious individuals volunteer enthusiastically for any kind of leadership development offering.

29. Workers happiness is far most important: As leaders increasingly realise that happier employees achieve better results for the business. Business leaders are starting to take the issue of employee wellbeing seriously and recognising the serious value happy--and productive--employees can add to the bottom line.

30. Birth of more versatile personnel: People have less time, so focus on the proven tools that will make their lives easier and promise a return on investment for their time and effort. Leaders, talent managers and HR professionals also increasingly understand that the most effective tools tap into our brain’s capacity to capitalise on positive emotions and learning.

31. Need of commendable action from the HR managers and trainers: Trainers like me will be expected to become more than just identifiers of needs and the providers of training services. The most successful trainers will be the ones leading the debate on employee development. They must make stakeholders aware of the needs of their teams by creating a forum in which disruptive ideas are discussed freely.

Two converging trends are driving a growing interest in employee development (Posted on March 19, 2014 by Stephanie Reyes)

1. Developing Current Employees: In its most recent study, Towers Watson conducted a survey of 1,600 organizations worldwide. Overall, the study found that “companies are increasing their emphasis on and investment in people programs.” Increased investment in the following four areas emerged as clear trends in the survey data:

a. Empowerment: The enabling of employees’ voices in the workplace and ability to innovate.
b. Career development: People practices related to career planning, recruiting, training and the creation of long-term career opportunities.

c. Rewards and recognition: Competitive pay and benefits as well as nonmaterial rewards.

2. Hiring for Potential: Just as the Towers Watson survey respondents identified the development of current employees as critical to their success; so too have a growing number of employers identified the need to invest in the training and development of new hires. One of five trends identified by Career Builder’s 2014 annual forecast is that companies are choosing to build the perfect employee instead of waiting for one.

Conclusion

The evolution of training trends throughout the years has continued help organizations reduce costs, motivate its workers increase productivity and ultimately increasing profits. There are a variety of training trends. No one training trend is best for every situation or company’s mission. Often mixes of training trends are most effective such as using YouTube videos in a traditional lecture or as part of an online learning class. Technology is transforming training much like other areas of our society. In general they are cheap and as or more effective than traditional training methods. Moreover, the younger generations embraces them and are motivated to learn via these techniques, in particular, those that involve social interaction.

References


