Employee Training and Development

Fifth Edition

Raymond A. Noe

The Ohio State University



Contents

PART ONE	Chapter Two
THE CONTEXT FOR TRAINING	Strategic Training 52
AND DEVELOPMENT 1	McCormick & Company Uses Strategic Training to Spice Up Business Results 52
Chapter One	Introduction 54
Introduction to Employee Training and Development 2	The Evolution of Training's Role 55 Movement from Training as an Event to Learning 57
Forces Affecting the Workplace Make Training a Key Ingredient for Company Success 2 Introduction 4 What Is Training? 5 Designing Effective Training 7 The Forces Influencing Working and Learning 10 Economic Cycles 10	The Strategic Training and Development Process 58 Identify the Company's Business Strategy 59 Identify Strategic Training and Development Initiatives That Support the Strategy 62 Provide Training and Development Activities Linked to Strategic Training and Development Initiatives 65 Identify and Collect Metrics to Show Training
Globalization 11 Increased Value Placed on Intangible Assets and Human Capital 13	Success 67 Organizational Characteristics That Influence Training 68
Focus on Link to Business Strategy 17	Roles of Employees and Managers 68
Changing Demographics and Diversity of the Work	Top Management Support 70
Force 17	Integration of Business Units 71
Talent Management 21	Global Presence 71
Customer Service and Quality Emphasis 25	Business Conditions 72
New Technology 29	Other Human Resource Management Practices 73
High-Performance Models of Work Systems 31	Extent of Unionization 74
Snapshot of Training Practices 34	Staff Involvement in Training and Development 75
Training Facts and Figures 34	Training Needs in Different Strategies 76
Training Investment Leaders 36	Models of Organizing the Training Department 79
Roles, Competencies, and Positions of Training	Faculty Model 80
Professionals 38	Customer Model 81
Who Provides Training? 40	Matrix Model 82
Who Is in Charge of Training? 41	Corporate University Model (Corporate Training
Preparing to Work in Training 42	Universities) 82
Organization of This Book 43	Business-Embedded Model 86
Key Terms 44	Marketing the Training Function 89
Discussion Questions 44	Outsourcing Training 91
Application Assignments 45	Summary 92
Case: Zappos: Facing Competitive Challenges 46	Key Terms 93
Endnotes 47	Discussion Questions 93

Application Assignments 94 Case: Training and Development Help Rubber Hit the Road at Tires Plus 95 Endnotes 95 Case 1 From the Pages of Business Week: It Takes a Village—And a Consultant 99 PART TWO DESIGNING TRAINING 101	Social Learning Theory 143 Goal Theories 145 Need Theories 146 Expectancy Theory 147 Adult Learning Theory 148 Information Processing Theory 149 The Learning Process 150 Mental and Physical Processes 150 The Learning Cycle 151 Age Influences on Learning 153
Chapter Three	Implications of the Learning Process for
Needs Assessment 102	Instruction 154 Instructional Emphasis for Learning Outcomes 16
Needs Assessment at NetApp 102 Introduction 103 Why Is Needs Assessment Necessary? 103 Who Should Participate in Needs Assessment? 105 Methods Used in Needs Assessment 107 The Needs Assessment Process 109 Organizational Analysis 110 Person Analysis 113 Task Analysis 123 Competency Models 127 Scope of Needs Assessment 131 Needs Assessment in Practice 131 Summary 132	Considerations in Designing Effective Training Programs 165 Selecting and Preparing the Training Site 165 Choosing Trainers 167 How Trainers Can Make the Training Site and Instruction Conducive to Learning 169 Program Design 172 Summary 177 Key Terms 178 Discussion Questions 179 Application Assignments 179 Case: Plastics Make Perfect 181 Endnotes 182
Key Terms 133 Discussion Questions 133 Application Assignments 134	Chapter Five Transfer of Training 185
Case: Determining Training Needs at Union Pacific Railroad 135 Endnotes 135	Transfer of Training and Knowledge Sharing Are Important for Nonprofits 185 Introduction 186 Training Design 188
Chapter Four	Applications of Transfer of Training Theory 18
Learning: Theories and Program	Encourage Trainee Responsibility and Self- Management 192
Design 138	Work Environment Characteristics That Influence
A Positive Learning Environment Energizes Fraining! 138 Introduction 139 What Is Learning? What Is Learned? 140 Learning Theories 141 Reinforcement Theory 141	Transfer 195 Climate for Transfer 195 Manager Support 196 Peer Support 200 Opportunity to Use Learned Capabilities 200 Technological Support 201

Organizational Environments That Encourage	Determining Benefits 242
Transfer 202	Example of a Cost-Benefit Analysis 243
The Learning Organization 202	Other Methods for Cost-Benefit
Knowledge and Knowledge Management 203	Analysis 244
Summary 209	Practical Considerations in Determining Return
Key Terms 209	on Investment 245
Discussion Questions 209	Measuring Human Capital and Training
Application Assignments 210	Activity 247
Case: Patagonia's Culture 211	Summary 248
Endnotes 212	Key Terms 249
•	Discussion Questions 249
Chapter Six	Application Assignments 250
Training Evaluation 215	Case: Evaluating the Returns on Leadership
	Development at BP 251
Training and Leadership Development: A Healthy	Endnotes 252
Investment at Sisters of Charity Providence	Case 2 From the Pages of Business Week:
Hospital 215	On-the-Job Video Gaming 255
Introduction 216	_
Reasons for Evaluating Training 217	PART THREE:
Overview of the Evaluation Process 219	TRAINING AND DEVELOPMENT
Outcomes Used in the Evaluation of Training	
Programs 220	METHODS 257
Reaction Outcomes 221	Chanter Seven
Learning or Cognitive Outcomes 223	Chapter Seven
Behavior and Skill-Based Outcomes 224	Traditional Training Methods 258
Affective Outcomes 224	Training at LaQuinta Hotels Helps Delight
Results 225	Guests 258
Return on Investment 226	Introduction 259
Determining Whether Outcomes Are	Presentation Methods 260
Appropriate 227	Lecture 261
Relevance 227	Audiovisual Techniques 262
Reliability 228	Hands-on Methods 263
Discrimination 228	On-the-Job Training (OJT) 263
Practicality 229	Simulations 270
Evaluation Practices 229	Case Studies 271
Which Training Outcomes Should Be	Business Games 272
Collected? 229	Role Plays 274
Evaluation Designs 231	Behavior Modeling 274
Threats to Validity: Alternative Explanations	Group Building Methods 277
for Evaluation Results 231	Adventure Learning 278
Types of Evaluation Designs 234	Team Training 279
Considerations in Choosing an Evaluation	Action Learning 282
Design 238	
	Choosing a Training Method 284
Determining Return on Investment 240	Choosing a Training Method 284 Summary 286

Discussion Questions 287 Application Assignments 287 Case: Training Methods for Bank Tellers 289 Endnotes 291	Why Develop an LMS? 332 Developing an LMS 333 Choosing New Technology Training Methods 334 Summary 337
Chapter Eight E-Learning and Use of Technology in Training 294	Key Terms 337 Discussion Questions 338 Application Assignments 338 Case: Cisco Systems Account Managers Are Too Busy for Training 339
Blended Learning Is the Key to Tasty Donuts and Hot Coffee 294 Introduction 295	Endnotes 340
Technology's Influence on Training and	Chapter Nine
Learning 297	Employee Development 345
Technology and Collaboration 298 Technology and Learning Environment 299 Technology and Multimedia 301	Randstad's Partnering Program Develops Employees 345 Introduction 346
Computer-Based Training 303	Approaches to Employee Development 349
CD-ROM, DVD, Laser Disk 303	Formal Education 350
Interactive Video 304	Assessment 355
Online Learning: The Internet, Web-Based	Job Experiences 364
Training, E-Learning, and Learning Portals 305	Interpersonal Relationships 371
Developing Effective Online Learning 310	The Development Planning Process 377
Needs Assessment 312	Company Strategies for Providing
Design 312	Development 378
Technology for Collaboration and	E-Learning and Employee Development 380
Linking 314	Summary 381
Blended Learning 317	Key Terms 381
Simulations 318	Discussion Questions 382
Virtual Reality 320	Application Assignments 382
Virtual Worlds 321	Case: Mentoring Is Not Always a Positive
Mobile Technology and Training Methods: iPods,	Experience 383
PDAs 322	Endnotes 383
Intelligent Tutoring Systems 324	,
Distance Learning 325	Chapter Ten
Technologies for Training Support 327	Special Issues in Training and Employee
Expert Systems 328	Development 389
Groupware 328	
Electronic Performance Support Systems 329	Successful Management Requires International
Technologies for Training Administration 330	Experience 389
Interactive Voice Technology 330	Introduction 390
Imaging 330	Training Issues Resulting from the External
Training Software Applications 330	Environment 390
Learning Management Systems: Systems for Training Delivery, Support, and Administration 331	Legal Issues 390 Cross-Cultural Preparation 396
Transme Denvery, Support, and Auministration 331	CHAN-CHIMIGE FROM GROWN 370

Managing Work Force Diversity 405	Goal Setting 462
School-to-Work Transition 415	Action Planning 463
Training's Role in Welfare-to-Work and Other	Career Management Systems on the Web 465
Public-Private Sector Programs 416	Roles of Employees, Managers, Human Resource
Training Issues Related to Internal Needs of the	Managers, and the Company in Career
Company 418	Management 466
Basic Skills Training 418	Employee's Role 466
Life Long Learning 419	Manager's Role 467
Melting the Glass Ceiling 419	Human Resource Manager's Role 469
Joint Union-Management Programs 423	Company's Role 469
Succession Planning 424	Evaluating Career Management Systems 470
Developing Managers with Dysfunctional	Summary 471
Behaviors 428	Key Terms 471
Training and Pay Systems 429	Discussion Questions 471
Summary 430	Application Assignments 472
Key Terms 431	Case: Generation X Values Have Implications for
Discussion Questions 431	Career Management 473
Application Assignments 432	Endnotes 473
Case: Melting the Glass Ceiling for	
Accountants 433	Chapter Twelve
Endnotes 434	
Case 3 From the Pages of BusinessWeek:	Special Challenges in Career
Secrets of an HR Superstar 439	Management 477
•	Nonwork Lives Are Important Food for
PART FOUR	Thought 477
	Introduction 478
CAREERS AND CAREER	Socialization and Orientation 479
MANAGEMENT 443	Anticipatory Socialization 479
Cl , El	Encounter 480
Chapter Eleven	Settling In 480
Careers and Career Management 444	Socialization and Orientation Programs 480
Managing Careers Helps Accenture Reach Out	Career Paths, Developing Dual-Career Paths,
to Its Virtual Work Force 444	and Career Portfolios 483
Introduction 445	Dual-Career Path 484
Why Is Career Management Important? 447	Career Portfolio 487
Career Management's Influence on Career	Plateauing 488
Motivation 447	Skills Obsolescence 489
What Is a Career? 449	Coping with Career Breaks 491
The Protean Career 450	Balancing Work and Life 492
Traditional Career versus Protean Career 450	Types of Work-Life Conflict 493
Career Needs and Interests of Different	Company Policies to Accommodate Work and
Generations 452	Nonwork 493
A Model of Career Development 455	Identifying Work and Life Needs and
Career Stages 456	Communicating Information about Work and
Career Management Systems 460	Nonwork Policies and Job Demands 494
Self-Assessment 460	Flexibility in Work Arrangements and Work
Dey-Assessment 400	I PONTO THE PROPERTY OF THE PR
Reality Check 461	Schedules 495

Redesigning Jobs 500 Managerial Support for Work-Life Policies 500 Dependent Care Support: Child and Elder Care and Adoption Support 501 Coping with Job Loss 503 Dealing with Older Workers 506 Meeting the Needs of Older Workers 507 Preretirement Socialization 507 Retirement 509 Early Retirement Programs 509 Summary 510 Key Terms 510 Discussion Questions 511 Application Assignments 511 Case: Do We Have to Cut Jobs to Reduce Costs? 512 Endnotes 512 Case 4 From the Pages of BusinessWeek: Two for the Cubicle 518

PART FIVE THE FUTURE 521

٠,

Chapter Thirteen The Future of Training and Development 522

Training for Sustainability 522
Introduction 524
Increased Use of New Technologies for Training
Delivery 524
Increased Demand for Training for Virtual Work
Arrangements 525
Increased Emphasis on Speed in Design, Focus in
Content, and Use of Multiple Delivery
Methods 526

Increased Use of True Performance Support 528 Increased Emphasis on Performance Analysis and Learning for Business Enhancement 530 Increased Use of Training Partnerships and Outsourcing Training 532 Implications of Future Trends for Trainers' Skills and Competencies 534 Training and Development from a Change Model Perspective 534 Methods to Determine Whether Change Is Necessary 537 Benchmarking 537 Process Reengineering 538 Key Issues in Implementing Change 540 Change Management 540 Change Interventions 543 Summary 544 Key Terms 544 Discussion Questions 545 Application Assignments 545 Case: Going Paperless Requires a Change Management Process 545 Endnotes 546 Case 5 From the Pages of BusinessWeek: IBM Reinvents Mentoring, Via the Web 548

Increased Emphasis on Capturing and Sharing

Intellectual Capital

Glossary 549
Name Index 561
Company/Organizational Index 572
Subject Index 576