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Correct answers located at the end of the chapter.

1) Companies cannot gain a competitive advantage solely through their training practices.
   - ◎ true
   - ◎ false

2) Training differs from development in that training tends to be more future-focused.
   - ◎ true
   - ◎ false

3) Tacit knowledge tends to be the primary focus of formal training and employee development.
   - ◎ true
   - ◎ false

4) Informal learning cannot be used to develop explicit knowledge.
   - ◎ true
   - ◎ false

5) Training and development have a direct influence on the development of social capital, but an indirect influence on the development of customer capital.
   - ◎ true
   - ◎ false

6) There is no one universally accepted instructional systems development model.
   - ◎ true
   - ◎ false

7) The ISD model includes five steps: analysis, design, delivery, implementation, and evaluation.
   - ◎ true
   - ◎ false

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8) Ensuring transfer of training is the final step in the ISD model.
   - ◎ true
   - ◎ false

9) Due to globalization, the supply for talented employees now exceeds the demand.
   - ◎ true
   - ◎ false

10) Worker performance and learning in most jobs is not adversely affected by aging.
   - ◎ true
   - ◎ false

11) One of the most significant talent management challenges today centers around the retirement of the Traditionalist generational cohort.
   - ◎ true
   - ◎ false

12) Decreasing numbers of Americans are participating in the gig economy.
   - ◎ true
   - ◎ false

13) Social networking facilitates access to learning resources and shared knowledge.
   - ◎ true
   - ◎ false

14) Despite its potential benefits, there are a number of challenges associated with social media for training and development.
   - ◎ true
   - ◎ false

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15) Quality circles refer to teams that are separated by time, geographic distance, culture, and/or organizational boundaries and that rely almost exclusively on technology to interact and complete their projects.

- ◎ true
- ◎ false

16) A type of organization that embraces a culture of lifelong learning, enabling all employees to continually acquire and share knowledge is known as a "talent organization."

- ◎ true
- ◎ false

17) Over 80 percent of training methods involve the use of technology-based training.

- ◎ true
- ◎ false

18) Non-traditional employment refers to hiring increased numbers of immigrants and minorities.

- ◎ true
- ◎ false

19) When training is provided by consulting firms, it is said to be outsourced.

- ◎ true
- ◎ false

20) According to the ATD competency model, foundational competencies are used to a different extent in each role or specialization.

- ◎ true
- ◎ false

21) Regarding training roles, a project manager designs, develops, delivers, and evaluates learning and performance solutions.

- ◎ true
- ◎ false

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22) Unlike organizational development professionals, talent management professionals typically focus on training as well as team building, conflict management, employment development, and change management.
- ◎ true
- ◎ false

23) ATD stands for the Association for Training and Development.
- ◎ true
- ◎ false

24) Online learning is least used for mandatory and compliance training.
- ◎ true
- ◎ false

25) Average training expenditures per employee have declined over the last several years due to technology.
- ◎ true
- ◎ false

26) Artificial intelligence is the most frequently used type of technology-based learning.
- ◎ true
- ◎ false

27) On average, over 30 percent of training is delivered online.
- ◎ true
- ◎ false

28) Training and development can have a direct impact on customer and social capital by helping employees better serve customers and by providing them with the knowledge they need to create patents and intellectual property.
- ◎ true
- ◎ false

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29) The primary implication of the aging workforce is that performance and learning among older workers tend to be adversely affected.

◎ true
◎ false

30) Research suggests that employees of different generations do not substantially differ in their learning styles.

◎ true
◎ false

31) The objective of Six Sigma is to create a total business focus on serving the customer.

◎ true
◎ false

32) _____ refers to training, formal education, job experiences, relationships, and assessments of personality, skills, and abilities that help employees prepare for future jobs or positions.

A) Knowledge management
B) Formal training
C) Development
D) Succession planning

33) Which of the following statements is true of human capital?

A) Human capital is an organization's tangible asset.
B) It is easy to imitate or purchase an organization's human capital.
C) Motivation to deliver high-quality products and services is a part of human capital.
D) Human capital is standardized in companies.

34) Informal learning _____.

A) is developed and organized by a company
B) is not required for the development of human capital
C) cannot be controlled by the employees
D) leads to the effective development of tacit knowledge

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35) Which of the following is true of tacit knowledge?
A) It is easily codified and transferred from person-to-person.
B) Formulas and definitions are examples of tacit knowledge.
C) It is best acquired through formal training and development.
D) It is best acquired through informal learning.

36) _____ is an example of tacit knowledge.
A) Personal knowledge based on experience
B) Knowledge of formal processes
C) Knowledge of definitions
D) Knowledge of formulas

37) _____ refers to a systematic approach for developing training programs.
A) Total quality management
B) Continuous learning
C) The Instructional System Design (ISD) model
D) Training and development

38) Which of the following statements is true of the Instructional System Design (ISD) model?
A) The model is generally universally accepted.
B) The model specifies an orderly, step-by-step approach to training design.
C) The model eliminates the need for trainers to use their own judgment.
D) The model has no underlying assumptions, which makes it very flexible.

39) The fifth step in the training design process is to develop an evaluation plan that involves identifying _____.
A) an appropriate training method
B) the requirements for training
C) employees with motivation and basic skills
D) the types of outcomes training is expected to influence

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40) Which of the following steps of the training design process involves person and task analysis?
A) ensuring transfer of training
B) developing an evaluation plan
C) conducting needs assessment
D) monitoring and evaluating the program

41) The ADDIE model is most closely associated with
A) creating a learning organization.
B) formal training and development.
C) informal learning.
D) knowledge management.

42) Which of the following is not included in the ADDIE model?
A) analysis
B) design and development
C) implementation
D) engagement

43) _____ refers to the process of moving jobs from the U.S. to other locations in the world.
A) Expatriation
B) Job rotation
C) Offshoring
D) Insourcing

44) Which of the following intangible assets does training and development indirectly influence?
A) human capital
B) intellectual capital
C) customer capital
D) All of these choices are correct.

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45) _____ capital refers to the sum of the attributes, life experiences, knowledge, inventiveness, energy, and enthusiasm that the company's employees invest in their work.
A) Intellectual
B) Human
C) Talent
D) Social

46) Which of the following is an example of human capital?
A) corporate culture
B) patents
C) customer loyalty
D) work-related competence

47) Which of the following is *not* an example of human capital?
A) corporate culture
B) education
C) tacit knowledge
D) work-related competence

48) Which of the following statements is *not* true of knowledge workers?
A) They generally have limited employment opportunities in other companies because their knowledge and expertise tend to be firm specific.
B) They are common in organizations that value intangible assets.
C) They typically do not perform manual labor.
D) They share knowledge and collaborate with others.

49) Which of the following visas is for individuals in highly skilled and technical occupations involving the completion of higher education?
A) H-1A
B) H-1B
C) H-2A
D) H-2b

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50) Which of the following statements is true of Millennials?
A) They are also known as Generation X or Baby Boomers.
B) They grew up during a time when the divorce rate doubled.
C) They are often considered to be workaholics and rigid in conforming to rules.
D) They are currently about the age of 30–44.

51) _____ is a companywide effort to continuously improve the ways people, machines, and systems accomplish work.
A) Stakeholder management
B) Diversity management
C) Total quality management
D) Talent management

52) A core value of _____ is the prevention of the occurrence of errors in a product or service rather than detection and correction.
A) ISD
B) ADDIE
C) HRM
D) TQM

53) _____ involves highly trained employees in the use of tools such as the fishbone diagram and the five-whys.
A) Six Sigma
B) Lean manufacturing
C) Instructional Systems Design
D) TQM

54) _____ refer to teams that are separated by time, geographic distance, culture, or organizational boundaries that rely almost exclusively on technology to interact and complete their projects.
A) Quality circles
B) Virtual teams
C) Six Sigma teams
D) Ad hoc teams

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55) Which of the following is *not* a criterion for the Baldrige Award?
A) strategic planning
B) workforce focus
C) legal compliance
D) customer focus

56) The ATD Capability Model _____.
A) describes how to effectively design training interventions
B) describes companywide effort to continuously improve the ways people and systems accomplish work
C) specifies what it takes for an individual to be successful in the training field
D) is a framework to analyze competition in an industry to formulate a training strategy

57) According to the ATD capability model, a business partner _____.
A) determines how workplace learning can be best used to help meet the company's business strategy
B) plans and monitors the delivery of learning and performance solutions to support the business
C) designs, delivers, and evaluates learning and performance solutions
D) uses business industry knowledge to create training that improves performance

58) In the ATD capability model, a _____ plans, obtains, and monitors the effective delivery of learning and performance solutions to support the business.
A) project manager
B) learning strategist
C) business partner
D) knowledge worker

59) Training activities are said to be outsourced when they are provided by _____.
A) in-house consultants
B) company managers
C) company trainers
D) individuals outside the company

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60) Which of the following statements is true?
A) The reporting relationship between human resource management and the training function is standard across companies.
B) Including training as part of the human resource function allows training to be decentralized to better respond to unique needs in different business units.
C) Organizational development professionals are seldom responsible for training.
D) For training and development to succeed, employees, managers, training professionals, and top managers all have to take ownership.

61) Which of the following is false regarding employee engagement?
A) It reflects the extent to which employees are fully involved in their work.
B) It is closely related to job satisfaction and organizational commitment.
C) Surveys demonstrate that approximately 60 percent of the U.S. workforce is engaged in their work.
D) Actively disengaged employees cost the U.S. billions of dollars in lost productivity.

62) Which of the following is the least common type of training in organizations?
A) basic skills
B) supervisory skills
C) mandatory and compliance training
D) sales

63) _____ refers to the systematic, planned, and strategic effort by a company to use bundles of HRM practices.
A) Talent management
B) Training and development
C) Strategic management
D) Performance management

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64) Which of the following statements is false?

A) After rising from 83 billion in 2019, total training expenditures slightly declined to $82.5 billion in 2020.

B) Average training expenditures per employee have gradually declined over the last several years.

C) The average number of learning hours per employee in 2020 increased over the previous 3 years.

D) There is an increased demand for specialized learning that includes manager, professional, and industry-specific content.

65) Name and describe the different ways that learning occurs in a company.

66) Name and describe the four types of capital described in the text and identify which are most directly influenced by training and development?

67) Describe why some have criticized the Instruction System Design (ISD) model.

68) Describe the role of learning in the training and development process.

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69) How has the COVID-19 pandemic influenced training challenges?

70) Describe the core values of Total Quality Management (TQM).

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Answer Key

Test name: Chapter 01

1) TRUE
2) FALSE
3) FALSE
4) FALSE
5) TRUE
6) TRUE
7) FALSE
8) FALSE
9) FALSE
10) TRUE
11) FALSE
12) FALSE
13) TRUE
14) TRUE
15) FALSE
16) FALSE
17) FALSE
18) FALSE
19) TRUE
20) TRUE
21) FALSE
22) FALSE
23) FALSE
24) FALSE
25) FALSE
26) FALSE
27) TRUE
28) FALSE
29) FALSE
30) TRUE
31) TRUE
32) C
33) C
34) D
35) D
36) A
37) C

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38) B
39) D
40) C
41) B
42) D
43) C
44) C
45) B
46) D
47) A
48) A
49) B
50) D
51) C
52) D
53) A
54) B
55) C
56) C
57) D
58) A
59) D
60) D
61) C
62) A
63) A
64) B
65) Essay
66) Essay
67) Essay
68) Essay
69) Essay
70) Essay

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Chapter 1
Introduction to Employee Training & Development

This introductory chapter discusses why training is important to help companies successfully compete in today's business environment. The chapter provides an overview of training practices, the training profession, forces impacting training, and how to design effective training. The chapter begins with a discussion of how a variety of companies use training to improve their competitive advantage. The chapter proceeds to define a number of terms relating to training, followed by an overview of the basic Instructional System Design (ISD) model, the foundation for effective training. Next, forces influencing working and learning are presented, concluding with an overview of current training practices.

Objectives

1. Discuss the forces influencing the workplace and learning, and explain how training can help companies deal with these forces.
2. Draw a figure or diagram and explain how training, development, informal learning, and knowledge management contribute to business success.
3. Discuss various aspects of the training design process.
4. Describe the amount and types of training occurring in U.S. companies.
5. Discuss the capabilities the training professionals need.
6. Identify appropriate resources (e.g., journals, websites) for learning about training research and practice.

Introduction

Companies are experiencing great changes due to new technologies such as artificial intelligence, rapid development of new knowledge, globalization, and e-commerce. To help with such change, companies need to devote significant resources to attract, retain, and motivate their workforces. Human resource management (HRM) refers to the policies, practices, and systems that influence employee behavior, attitudes, and performance. Training is one of the key components of the HRM function. The overarching theme of this text is that training, development, and related learning activities are central to organizations being successful in the marketplace.

Training and Development: Key Components of Learning

It is important to understand what training means in the broader business context. The overall goal of training is learning. Learning refers to employees acquiring knowledge, skills, competencies, attitudes, or behaviors. When employees learn, it leads to the development of human capital. Human capital refers to knowledge, advanced skills, system understanding and creativity, and motivation to deliver high-quality products and services. Human capital may be more important than other types of capital in helping a company achieve competitive advantage. Below are a number of key terms related to training, development, and learning.

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1. Training refers to a planned effort by a company to facilitate learning of job-related competencies, knowledge, skills, and behaviors. The goal of training is for employees to master the knowledge, skills, and behaviors and then apply them on the job.
2. Development refers to training, formal education, job experiences, relationships, and assessments of personality, skills, and abilities that help employees prepare for future jobs or positions.
3. Formal training and development refers to training and development programs, courses, and events that are developed and organized by the company.
4. Informal learning refers to learning that is learner initiated, involves action and doing, is motivated by an intent to develop, and does not occur in a formal learning setting. Informal learning may be particularly important because it leads to the development of tacit knowledge.
5. Explicit knowledge refers to knowledge that is well documented, easily articulated, and easily transferred from person-to-person. Examples of explicit knowledge include processes, checklists, flowcharts, formulas, and definitions.
6. Tacit knowledge refers to personal knowledge based on individual experiences that is difficult to codify.
7. Knowledge management refers to the process of enhancing company performance by designing and implementing tools, processes, systems, structures, and cultures to improve the creation, sharing, and use of knowledge.

Designing Effective Training

Training must be systematically designed to help ensure maximum impact. The training design process should follow the principles of Instructional System Design (ISD), a step-by-step process for designing and developing training programs. Following a systematic approach helps ensure that training targets the most important learning needs, adopts the most appropriate methods, and has a meaningful on-the-job impact.

The ISD process involves seven interrelated steps:

1. Conduct a needs assessment—determine who and what needs to be trained
2. Ensure employee readiness for training—ensure employees are prepared and motivated to attend training
3. Create a learning environment—create an environment that has the features for learning to occur
4. Ensure transfer of training—ensure support is in place to facilitate the transfer of trained skills
5. Develop an evaluation plan—determine how the effectiveness of training will be assessed
6. Select training method—select training methods and deliver training
7. Monitor and evaluate—assess the effectiveness of training

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The training design process sometimes is referred to as the *ADDIE* model because it includes analysis, design, development, implementation, and evaluation.

Regardless of the specific ISD approach used, all share the following assumptions:

- Training design is effective only if it helps employees reach instructional goals and objectives.
- Measurable learning objectives should be identified before training program begins.
- Evaluation plays an important part in planning and choosing a training method, monitoring the training program, and suggesting changes to the training design process.

Overcoming Flaws of the ISD Model

Some training professionals argue that the ISD model is flawed for several reasons. First, in organizations, the training design process rarely follows the neat, orderly, step-by-step approach of activities. Second, in trying to standardize their own ISD method used in the training function, some organizations require trainers to provide detailed documents of each activity found in the model. Third, the ISD implies an end point: evaluation. Fourth, many companies claim to use an instructional design approach but dilute its application. The ISD model certainly has value. Yet, the training design process should flexible enough to adapt to changing business needs.

To overcome the limitations of the ISD model, companies are starting to use agile learning design. Agile learning or agile instructional design refers to any approach to training development that focuses on speed, flexibility, collaboration, repeated review, and reuse of existing content, if appropriate. Course development occurs in what are known as "short bursts" or "sprints." There are likely several of these sprints involved for each part of a course. Each "sprint" includes planning, designing, developing, testing, deploying, reviewing, and launching. The process starts again for each element of the course and ends when the entire course is complete.

The Forces Influencing Working and Learning

Economic Cycles

Job growth has slowed from the pandemic recovery boom, but the overall labor market remains stable. The current job market is strong. Hiring is slow and quit rates are down. Layoffs remain historically low although they are increasing in some economic sectors (e.g., technology). This is due to cost-cutting, increased use of artificial intelligence which has reduced the need for employees in certain positions, and lack of confidence in the economy. The unemployment rate reached an historical low 4.0 percent in early 2025. Growth in wages rose more than expected. The pandemic led to the "Great Resignation" which caused companies to fill open jobs with employees who had most, but not all of the required skills, leading to an increase in productivity.

Globalization

Many companies are involved in international markets by exporting their products overseas, building manufacturing facilities or service centers in other countries, entering into alliances with foreign companies, and engaging in e-commerce. To be effective, U.S. managers in charge of overseas operations or employees who have accepted a global assignment need to be prepared to understand the country's culture. Cross-cultural training prepares employees and their families to understand the culture and

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norms of the country to which they are being relocated and adjust to their home country after the assignment. Cross-cultural training is discussed in Chapter Ten. For example, McDonald's has over 38,000 locations in over 100 countries. To train future managers in the store operations, leadership, and staff management skills needed for global expansion to be successful.

World trade represents about 57 percent of overall economic activity. Global trade and investment face several threats which can stifle growth and reshape where economic investments occur. Some of these threats relate to inflation, China's stunted growth, the reshaping of supply-chains, and higher labor costs and labor shortages. Other threats include rising political tensions between countries resulting in tariffs (e.g., those imposed by the United States on multiple countries including China, Canada, India, Mexico, and the EU for importing goods), national security concerns (e.g., the United States restricting exports of advanced technology to China), military conflict and tensions (e.g., Russia's invasion of Ukraine and subsequent tensions with the United States and European countries), and the development nationalistic policies in which countries promote their own industries.

Whether to offshore, reshore, or nearshore is a complex decision based on a number of factors including labor and shipping costs, the availability of a skilled workforce, potential supply chain disruptions due to natural disasters and political instability, and the need to communicate or coordinate work across different but close time zones during the normal business day. Also considered are quality concerns, local standards for safety, health, and working conditions, tariffs imposed on imported products, and customer preference for U.S.-made products.

Globalization also means that employees working in the United States will come from other countries. Immigration contributes to the diversity of the U.S. population and workforce. Approximately 14 percent of the U.S. population or 46 million persons are considered immigrants or foreign born. The United States has more immigrants than any other country in the world.

Increased Value Placed on Intangible Assets and Human Capital

Intangible assets such as human capital contribute to a company's competitive advantage because they are difficult to duplicate and imitate. Intangible assets are equally as valuable as financial and physical assets, but they are not something that can be touched and they are nonmonetary.

There are four types of intangible assets:

1. Human capital refers to the sum of the attributes, life experiences, knowledge, inventiveness, energy, and enthusiasm that the company's employees invest in their work.
2. Intellectual capital refers to the codified knowledge that exists in a company
3. Social capital refers to relationships in the company
4. Customer capital refers to the value of relationships with persons or other organizations outside the company for accomplishing the goals of the company (e.g., relationships with suppliers, customers, vendors, and government agencies)

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Training and development have a direct influence on human and social capital because they affect education, work-related know-how and competence, and work relationships. Training and development can have an indirect influence on customer and social capital by helping employees better serve customers and providing them with the knowledge needed to create patents and intellectual property.

The value of intangible assets and human capital has several implications. Maintaining a high level of employee engagement and providing a positive employee experience is important. This includes insuring Employees' well-being and mental health. An increased emphasis on adapting to change and continuous learning means that companies need to insure their employees are engaged, can adapt to change, and are involved in continuous learning.

Focus on Links to Business Strategy

Given the important role that intangible assets and human capital play in a company's competitiveness, managers are beginning to see a more important role for training and development as a means to support a company's business strategy—that is, its plans for meeting broad goals such as profitability, market share, and quality. Managers expect training and development professionals to design and develop learning activities that will help the company successfully implement its strategy and reach business goals.

Changing Demographics and Composition of the Workforce

Companies face several challenges as a result of the composition of the workforce. Population is the single most important factor in determining the size and composition of the labor force, which is composed of people who are either working or looking for work. The civilian labor force is projected to increase by approximately 6 million between 2023 and 2033, reaching slightly over 173 million by 2033.

Between 2023 and 2033, the U.S. labor force will continue to grow more ethnically and racially diverse due to immigration, increased participation of minorities in the workforce, and higher fertility rates among minority ethnic groups.

The aging population means that companies are likely to employ a growing share of older workers—many of them in their second or third careers. Older people want to work, and many say they plan a working retirement.

The popular press suggests that five or even six generations are represented in the workforce; each one may have unique and similar characteristics to the others. Consider some of the attributes that have been suggested. For example, Gen Z are supposedly more attached to mobile phones and tablets for learning and connecting with others than are millennials. Baby boomers, the "Me" generation, are characterized as being competitive, hard-working, and concerned with the fair treatment of all employees. It is important to note that research does not support the existence of generational differences. That is, generational differences are more fiction than fact. It is important to understand the needs, experiences. and preferences of learners but that should be based on an audience analysis, rather than assumptions about generational differences.

Talent Management

Talent management refers to the systematic, planned, and strategic effort by a company to use bundles of HRM practices, including acquiring and assessing employees, learning and development, performance management, and compensation to attract, retain, develop, and motivate highly skilled employees.

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Talent management is becoming increasingly more important because of changes in demand for certain occupations and jobs, new skill requirements, the retirement of the baby boomer generation, and the need to develop knowledge workers and the managerial talent and skills of the next generation of company leaders.

A recent survey found that one out of four employees reported that they will leave an organization if they don't have learning opportunities (and nearly 25 percent reported they have already left a previous job due to the lack of learning opportunities.

A number of talent management challenges are confronting organizations today:

- *Changes in demand for occupations and jobs.* The U.S. economy is projected to add 6.7 million jobs from 2023 to 2033.76 Healthcare support occupations and healthcare practitioners and technical occupations are projected to be among the fastest growing of all occupational groups from 2023 to 2033. Approximately half of the projected job gains are expected to be in the healthcare and social assistance and professional, scientific, and technical services sectors, driving demand for related healthcare and computer and mathematical occupations.
- *Skills requirements*. Several studies illustrate how jobs are changing, the influence this is having on skill requirements, and the difficulty companies are having finding qualified workers. One survey found that 9 out of 10 executives and managers say their organizations either face skill gaps already or expect gaps to develop within the next five years. Nearly three-quarters expect their organizations to invest more in learning and development over the next five years. Skill shortages are occurring in manufacturing and service jobs and are expected to continue into the future.
- *Developing leadership*. Companies report that the most important talent management challenges they face are identifying employees with managerial talent and training and developing them for managerial positions. This is attributed to the aging of the workforce, globalization, and the need for managers to contribute to employee engagement. Executive, administrative, and managerial occupations will experience the greatest turnover due to death or retirement.

Customer Service and Quality Emphasis

Due to increased availability of knowledge and competition, consumers are very knowledgeable and expect excellent service. This presents a challenge for employees who interact with customers. To compete in today's economy, companies and employees need to be better skilled than ever.

Total Quality Management (TQM) is a companywide effort to continuously improve the ways people, machines, and systems accomplish work. The following are key principles of TQM:

- Methods and processes are designed to meet the needs of internal and external customers
- Every employee in the company receives training in quality
- Quality is built into a product or service so that errors are prevented from occurring rather than being detected and corrected

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- The company promotes cooperation with vendors, suppliers, and customers to improve quality and hold down costs
- Managers measure progress with feedback based on data

The emphasis on quality is seen in the establishment of the *Malcolm Baldrige National Quality Award* and the *ISO 9000:2000* quality standards. To become eligible for the Baldrige, which is awarded annually, a company must complete a detailed application that consists of basic information about the firm and an in-depth presentation of how it addresses specific criteria related to quality improvement. The Baldrige Award winners usually excel with training and development.

The International Organization for Standardization (ISO) develops standards related to management and a wide variety of other areas. The ISO 9000 is a family of standards related to quality (ISO 9000, ISO 9001, ISO 9004, and ISO 19011). The ISO 9000 quality standards address what a company needs to do to meet regulatory requirements and the customer's quality requirements while striving to improve customer satisfaction and continuous improvement.

Many companies are also using Six Sigma for monitoring and improving quality. The objective of Six Sigma is to create a total business focus on serving the customer, that is, to deliver what customers really want when they want it. Tools such as the fishbone diagram and the five-whys are used to identify where the problem is, measure how much it affects the process, understand how it impacts customer satisfaction, and then develop solutions.

Training can help companies meet the quality challenge by teaching employees a concept known as "lean thinking." *Lean thinking* is a way to do more with less effort, equipment, space, and time, but still provide customers with what they need and want. Part of lean thinking includes training workers in new skills or teaching them how to apply old skills in new ways so they can quickly take over new responsibilities or use new skills to help fill customer orders.

Design thinking is based on several principles: the human rule (all design should be social in nature), the ambiguity rule (ambiguity always occurs and experimenting is necessary to see different solutions), the redesign rule (all redesign occurs to meet human needs), and the tangibility rule (make ideas in the form of prototypes is key to communicating them to others).

New Technology

Technology shapes the way we play, communicate, purchase products and services, plan our lives, and work. Consider how we use technology at home and work. In the United States, 95 percent of adults use the Internet and have a smartphone. Seventy-nine percent of U.S. adults subscribe to a broadband internet service at home. YouTube is the most popular used online platform adults have reported ever using (85 percent), followed by Facebook (70 percent), and Instagram (50 percent). Artificial intelligence is in use at home and in the workplace.

The most important implication of technology for training is that it has facilitated the development of digital learning. *Digital learning* refers to learning that can occur daily in the work setting using devices such as smartphones, tablets, and computers. It can help employees solve problems and communicate and collaborate with peers. Digital learning can be enabled by the company when it provides access to specific learning activities such as courses, videos, or discussion boards. But digital learning can also occur

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spontaneously when employees search the Internet, search for videos on YouTube, or interact with others on social media.

Companies are embracing digital learning because it allows them to create a workplace where employees can engage in continuous learning focused on upskilling and reskilling. For digital learning to be effective, learning resources should be available to employees on-demand; learning content should be as short as possible and offered in multiple formats such as games, podcasts, or videos; and employees need to be able to easily search learning resources and quickly find what they need.

Flexibility in where and when work is performed.

There are three options for where employees can work: remotely (anywhere including at home), at the office or onsite, or hybrid (a combination of remote and onsite work). One estimate is that more than eighty percent of employees have some degree of flexibility to work remotely, with 55 percent choosing to work hybrid, 26 percent choosing to work exclusively remote, and 19 percent choosing to work exclusively on-site. There are advantages and challenges of a hybrid work schedule. Both employees and employers report advantages include higher productivity and less burnout and fatigue. Challenges for both employees and companies include building, maintaining, and connecting with the company culture, collaboration, and communications.

Increased Use of Nontraditional Employment.

More companies are moving away the traditional employment model based on full-time workers to increasingly rely on nontraditional employment. Nontraditional employment includes the use of independent contractors, freelancers, on-call workers, temporary workers, and contract company workers.

What does nontraditional employment look like? Often, a website or mobile app is used to assign work, and the worker sets his or her own schedule. Because these workers do not work for a company, they do not have taxes withheld from their earnings, they do not have to receive minimum wage or overtime pay, and they are not eligible for worker's compensation and unemployment insurance.

Some companies that rely primarily on nontraditional employment to meet service and product demands are competing in the *gig* economy. Examples of companies that rely on the gig economy include transportation services Uber and Lyft and food-delivery services such as Caviar.

A key training issue that nontraditional employment presents is providing training is specific, on demand, delivered in small chunks, and specifically focused on their job.

High-Performance Work Systems

The use of AI, robots, and other technology to automate work provides the opportunity to create high-performance work systems. High-performance work systems maximize the fit between the company's social system (employees), technology, and its work processes. For example, computer-integrated manufacturing uses robots and computers to automate the manufacturing process. The computer allows the production of different products simply by reprogramming the computer. As a result, laborer, material handler, operator/ assembler, and maintenance jobs may be merged into one position. Computer-integrated manufacturing requires employees to monitor equipment and troubleshoot problems with sophisticated equipment, share information with other employees, and understand the relationships between all components of the manufacturing process.

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Cross-training refers to training employees in a wide range of skills so they can fill any of the roles needed to be performed on the team.

Virtual teams are teams with members that are separated by time, geographic distance, culture, and/or organizational boundaries that rely almost exclusively on technology to interact and complete their projects.

Snapshot of Training Practices

Training Facts and Figures

- The average number of learning hours per employee has decreased since 2019.
- The 2.7 percent spent on training as a percentage of revenue is the highest in the past five years. This might indicate organizations are investing a greater percentage of revenue in learning than in the past. The average training expenditure per employee has remained similar over the last several years.
- In addition to instructor-led classroom training, organizations are using a variety of technology-based training methods including virtual classrooms, e-learning or online learning, and simulations.
- The average tuition reimbursement costs have risen nearly 56 percent since 2021. This may be because today many more organizations are offering tuition reimbursement as an employee benefit, recognizing its role in employee retention and recruitment. Tuition reimbursement helps meet the upskilling and reskilling needs of current employees (and interest of prospective employees) to perform their current job as well as open up the opportunity for promotion and new roles.
- The use of traditional, instructor-led classroom training continues to decline (40 percent in 2020 versus 25 percent in 2024). After rising from 83 billion in 2019, total training expenditures slightly declined to $82.5 billion in 2020.

The largest percentage of organizations provide mandatory or compliance training, new employee orientation, and manager and supervisory training. Nearly half of organizations provide AI training in technology skills such as machine learning or practical skills (e.g., how to solve problems with AI). The least amount of learning content concerns basic and other skills. The use of online training varies by content area. Mandatory and compliance training, interpersonal skills training, and information technology systems training are delivered mostly online. Online training is used least for executive development.

Training Investment Leaders

Higher investment in training by companies in the United States is related to use of innovative training practices and high-performance work practices such as teams, employee stock ownership plans, incentive compensation systems, individual development plans, and employee involvement in business decisions. Such spending has been shown to be related to improved profitability, customer and employee satisfaction, and the ability to retain employees.

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The Association for Talent Development (ATD) BEST Award winners are companies that aligned training with business strategy, valued learning in their company culture, offered a variety of learning activities for all employees, measured the effectiveness of training, and provided non-training solutions, as needed. Specifically, the BEST companies are characterized as:

- Alignment of business strategy with training and development
- Learning is valued as part of the culture and supported by executive leaders and top managers
- Effectiveness and efficiency of learning is measured
- Investment in training and development
- Different learning opportunities are provided and all employees have access to them
- Measurement of effectiveness and efficiency of training and development activities
- Non-training solutions for performance improvement used, including organization development and process improvement

Roles, Competencies and Positions of Training Professionals

Trainees can typically hold many jobs, such as instructional designer, technical training, or needs analysis. The ATD competency model describes what it takes for an individual to be successful in the training and development field.

- Learning strategist: determines how workplace learning can be used to help meet the company's business strategy
- Business partner: uses business and industry knowledge to create training that improves performance
- Project manager: plans, obtains, and monitors the delivery of learning and performance solutions to support the business
- Professional specialist: designs, develops, delivers, and evaluates learning and performance systems

Although training professionals spend most of their time designing learning, delivering training, managing learning programs, identifying, selecting, and using learning technologies, and coaching, they do spend time in other areas as well. Namely, training professionals engage in performance improvement, talent management, and knowledge management.

Who Provides Training?

In most companies, training is provided by trainers, managers, in-house consultants, and employee experts. Training may also be outsourced. Outsourcing means that training activities are provided by individuals outside the company.

Who Is in Charge of Training?

Training and development can be the responsibility of professionals in human resources, human resource development, or organizational development. Companies may also have entire functions or departments (e.g., human resources, human resource development, talent management or development, or organizational development) that provide training and development. In small companies, training is the responsibility of the founder and all the employees.

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Human resource development refers to the integrated use of training and development, organizational development, and career development to improve individual, group, and organizational effectiveness.

Preparing to Work in Training

Being a successful training professional requires staying up-to-date on current research and training practices. The primary professional organizations for persons interested in training and development include:

- Association for Talent Development (ATD)
- Academy of Human Resource Development (AHRD)
- Society for Human Resource Management (SHRM)
- Society for Industrial and Organizational Psychology (SIOP)
- Academy of Management (AOM)
- International Society for Performance Improvement (ISPI)

Discussion Questions

1. Describe the forces affecting the work place and learning. How can training help companies deal with these forces?

   A number of forces are impacting the workplace and learning, including: economic cycles, globalization, customer service and quality emphasis, talent management, new technology, increased value placed on human capital, focus on business strategy, changing demographics and diversity, and high-performance work systems.

   Training can improve professional conduct, improve job performance by teaching new techniques and skills, and increase a company's productivity and customer satisfaction.

2. Discuss the relationship between formal training and development, informal learning, and knowledge management. How are they related to learning and creating a learning organization?

   Formal training and development refers to training and development programs, courses, and events that are developed and organized by the company. Typically, employees are required to attend or complete these programs, which can include face-to-face training programs (such as instructor-led courses) as well as online programs.

   Informal learning is also important for facilitating the development of human capital. Informal learning refers to learning that is learner initiated, involves action and doing, is motivated by an intent to develop, and does not occur in a formal learning setting. Informal learning occurs without a trainer or instructor, and its breadth, depth, and timing is controlled by the employee.

   Knowledge management refers to the process of enhancing company performance by designing and implementing tools, processes, systems, structures, and cultures to improve the creation, sharing, and use of knowledge. Knowledge management contributes to informal learning and human capital development.

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3. What steps are included in the training design model? What step do you think is the most important? Why?

   Step 1 is to conduct a needs assessment, which is necessary to identify if training is needed.
   Step 2 is to ensure that employees have the motivational and basic skills necessary to master the training content.

   Step 3 is to create a learning environment that has features necessary for learning to occur.

   Step 4 is to ensure that there is the necessary support in the work environment for trainees to apply training content to their jobs.

   Step 5 is to develop an evaluation plan. Developing an evaluation plan is important to determine if training worked, how it can be improved, and how training affects the "bottom line."

   Step 6 is to select the training method based on the learning objectives and learning environment and to deliver training.

   Step 7 is to evaluate the program and make changes in it or revisit any of the earlier steps in the process.

   All of the steps in the model are important. Students' answers regarding which step is most important will vary based on their individual perspectives.

4. What are intangible assets? How do they relate to training and development?

   Intangible assets consist of human capital, customer capital, social capital, and intellectual capital. Intangible assets have been shown to be responsible for a company's competitive advantage. Training can help a company's competitiveness by directly increasing the company's value through contributing to intangible assets. Intangible assets are equally as valuable as financial and physical assets, but they are not something that can be easily imitated or duplicated.

5. How are companies using training and development to benefit them in today's economy?

   A wide variety of examples were presented in the chapter discussing how training and development has helped organizations succeed in today's economy. Companies are using training and development to help them combat a host of challenges associated with the global pandemic, develop new products and services, retain employees, help individuals utilize new technologies, and to promote workforce diversity, equity, and inclusion. These concerns have affected companies in several different business sectors, and training and development has helped them succeed.

   Students should provide examples from some of the companies detailed in the chapter, as numerous examples were provided throughout.

6. What is agile learning design? What advantages does it have over traditional instructional design?

   To overcome the limitations of the ISD model, companies are starting to use agile learning design. Agile learning or agile instructional design refers to any approach to training development that focuses on speed, flexibility, collaboration, repeated review, and reuse of existing content, if appropriate. Course development occurs in what are known as "short bursts" or "sprints." There are

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likely several of these sprints involved for each part of a course. Each "sprint" includes planning, designing, developing, testing, deploying, reviewing, and launching. The process starts again for each element of the course and ends when the entire course is complete. Agile learning design is advantageous due to its relative speed and flexibility.

7. Explain digital learning. How can it benefit companies? Employees? What are some of its potential limitations?

   Digital learning refers to learning that can occur daily in the work setting using devices such as smartphones, tablets, and computers. Digital learning can be enabled by the company when it provides access to specific learning activities such as courses, videos, or discussion boards. Digital learning can also occur spontaneously when employees search the Internet, search for videos on YouTube, or interact with others on social media.

   Companies are embracing digital learning because it allows them to create a workplace where employees can engage in continuous learning focused on upskilling and reskilling. It can help employees solve problems and communicate and collaborate with peers, and it gives employees control over learning. A limitation of digital learning is that it may put too much control in the hands of employees, which may be problematic if they are not highly motivated to learn.

8. Which of the training professionals' roles do you believe is the most difficult to learn? Which is easiest?

   Student answers would vary.

   - The learning strategist determines how workplace learning can be best used to help meet the company's business strategy.
   - The business partner uses business and industry knowledge to create training that improves performance.
   - The project manager plans, obtains, and monitors the effective delivery of learning and performance solutions to support the business.
   - The professional specialist designs, develops, delivers, and evaluates learning and solutions. These roles are included in jobs such as organizational change agent, career counselor, instructional designer, and classroom trainer.

9. What is the relationship between diversity, inclusion, equity, and belongingness?

   - Diversity can be considered any dimension that differentiates one person from another.
   - Equity refers to fair treatment, access, equality of opportunity, and advancement for all employees, while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups.
   - Inclusion refers to creating an environment in which employees share a sense of belonging, mutual respect, and a commitment to others so they can perform their best work.
   - Belonging means employees feel they are part of a community.

10. Describe the training courses that you have taken. How have they helped you? Provide recommendations for improving the courses.

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As answers will vary from student to student, try to identify similarities and differences in their responses. Emphasize that training courses can be improved by following the ISD model.

11. How does training differ between companies that are considered BEST Award winners and those that are not?

    - Alignment of business strategy with training
    - Visible support from top management
    - Efficiency in training through process improvement, technology, and outsourcing
    - Providing all employees with access to training on an as-needed basis
    - A variety of learning opportunities provided
    - Measurement of training effectiveness
    - Use of non-training solutions where appropriate

12. What are the implications of hybrid work arrangements for training and development? What are the potential disadvantages of hybrid work arrangements for training and development?

    Organizations need to train managers to support remote employees' autonomy and reduce their feelings of isolation. This training would focus on encouraging managers to focus on evaluating employees' work results rather than excessively monitoring their day-to-day activities to insure they are not slacking off. Also, to help remote employees feel connected and included managers need to develop the interpersonal and facilitation skills necessary to engage in effective one-on-one coaching sessions and formal and informal team meetings. The use of digital learning solutions will continue to grow and evolve. This would include hybrid learning.

13. Discuss the different ways the use of AI and robots are changing jobs, the skills employees need, and training.

    The use of AI and robots can affect jobs, skill needs, and training in several different ways. One way is that they can provide skills that are difficult to find. Another way AI and robots can affect jobs is to perform some job tasks previously completed by employees. These could include tasks that the robot can perform with equal if not more precision and consistency than humans (such as some forms of surgery), tasks that are potentially harmful to humans (e.g., painting and welding robots), and simple, repetitive tasks. From a training perspective, the increased use of AI and robotics in the workplace has increased the need for employee upskilling and reskilling (especially for digital literacy).

14. What is upskilling and reskilling? Why are organizations investing in upskilling and reskilling employees?

    Upskilling refers to training employees to improve or expand their current skills so they can be effective in their current position. Reskilling refers to training employees in new knowledge or skills so they can transition to a new position.

15. Why are diversity, equity, inclusion, and belongness programs changing? Do you think this is good or bad for organizations? For employees? Explain your position.

    Previously, organizations have tried to promote inclusion and belongingness through diversity, equity, and inclusion programs. However, these programs have been scrutinized, questioned, and challenged

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by activists, a U.S. Supreme Court decision, and President Trump's executive orders. One of the prevalent beliefs underlying stakeholder challenges and the executive orders is that diversity, equity, and inclusion programs and practices focusing on race and sex means that talent, skills, and accomplishments (merit) receive less attention in making employment decisions including hiring, development, and promotions.

Students should explain their position.

16. Explain how training relates to attracting new employees, employee retention, and motivation.

    Training is an effective means to attract talented employees who seek to advance their careers. Extensive training may also draw individuals to organizations when individuals lack certain skills or are seeking a career change. When employees are properly trained, they possess the knowledge, skills, and abilities to successfully perform their job responsibilities. In this regard, employees may be more apt to remain with an organization. Finally, when employees see ongoing training opportunities, they may be more likely to remain with an organization because such training may lead to long-term employment prospects.

17. What is the relationship between talent management and employee engagement? What role can training and development practices play in keeping employee engagement high? Explain.

    Talent management can serve to enhance employee engagement. Talent management gives employees an opportunity for personal growth within the company and allows them to perform their current jobs well. Training is one key part of the talent management process. It should be noted that training opportunities need to be well designed and job relevant. If not, employees may be disengaged and perceive training as a waste of time.

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