

The Employers' Association

“Where are we headed? -
Perspectives on Regional
Training for 2008”

Jack Hollister



National Training Trends

Disconnect between the career development offered and career development desired

Source: SHRM 2008 HR Trendbook



National Training Trends

Global survey of nearly 1000 executives and managers by Blessing-White, a global consulting practice.

- *41% - employers' approach to career development failed to meet their needs*
- *29% - employers' program met their needs*
- *30% - no opinion*

Source: SHRM 2008 HR Trendbook



National Training Trends

- *40% - employer is committed to helping them achieve personal career goals*
- *40% - employer makes it easy to pursue lateral career moves, not just promotions*
- *38% - employer provides career development solely to “high potential” employees*

Source: SHRM 2008 HR Trendbook



National Training Trends

- *Workers 29 years old or younger are the most satisfied with their employer's approach to career development – 50% agree that it meets their personal needs*
- *Less than 1/3 of Generation X and baby boomer respondents were satisfied with their employer's career development efforts*
- *Reason? – Gen Y's expectations for career development not as high as older worker's*

Source: SHRM 2008 HR Trendbook



National Training Trends

Catch the Wave: Six Training Trends

- (1) Adopt a Performance Consulting Strategy*
- (2) Measure Results to See Impact*
- (3) Training Delivery is Changing*
- (4) Training Delivery Systems are in Transformation*
- (5) Your Customer is the Individual Employee*
- (6) Training is delivered Just-in-time, as Needed*

Source: Susan Heathfield – HR Management Consultant

http://humanresources.about.com/od/trainingtrends/a/train_trends.htm



National Training Trends

Catch the Wave: Six Training Trends

- (1) *Adopt a Performance Consulting Strategy*
 - A. *Training is no longer a catalog of choices*
 - B. *Interaction with the customer*
 - C. *Development of custom content*
 - D. *Access needs, make recommendations, follow-up*

Source: Susan Heathfield – HR Management Consultant

http://humanresources.about.com/od/trainingtrends/a/train_trends.htm



National Training Trends

Catch the Wave: Six Training Trends

- (2) *Measure Results to See Impact – getting to 3 and 4*
 - A. *Donald Kirkpatrick's (1979) 4 levels of training*
 1. *Learner's Reaction*
 2. *Learning that occurred*
 3. *Changes in Behavior on the job*
 4. *Effect of training on the organization*

Source: Susan Heathfield – HR Management Consultant

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National Training Trends

Catch the Wave: Six Training Trends

- (3) *Training Delivery is Changing*
 - A. *Identification of Subject Matter Experts*
 - B. *Train the trainer*
 - C. *Coordinator, integrator, facilitator*

Source: Susan Heathfield – HR Management Consultant

http://humanresources.about.com/od/trainingtrends/a/train_trends.htm



National Training Trends

Catch the Wave: Six Training Trends

- (4) *Training Delivery Systems are in Transformation*
- A. *80% stand-up - 6% on-line and remote*
 - B. *13% Computer based – no instructor*
 - C. *More training via intranet than internet*
 - D. *Multiple ways of delivering training is the trend*

Source: Susan Heathfield – HR Management Consultant

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National Training Trends

Catch the Wave: Six Training Trends

- (5) *Your Customer is the Individual Employee*
- A. Focus on the individual, not work group or class*
 - B. Individualized developmental plans*
 - C. Classes, cross-training, stretching work*
 - D. Develop or lose key employees - mobility*

Source: Susan Heathfield – HR Management Consultant

http://humanresources.about.com/od/trainingtrends/a/train_trends.htm



National Training Trends

Catch the Wave: Six Training Trends

- (6) *Training is delivered just-in-time, as needed*
- A. New information*
 - B. Applied at the point of need*
 - C. Instant practice*
 - D. Faster learning*

Source: Susan Heathfield – HR Management Consultant

http://humanresources.about.com/od/trainingtrends/a/train_trends.htm



Regional Training Trends

General Trends

- (1) *Competency-Based*
- (2) *Increasing Emphasis on Training*
- (3) *No increase in Resources*
- (4) *Key Leaders more Self-directed*



Regional Training Trends

Types of Training being emphasized

- (1) *Technical*
- (2) *Compliance*
- (3) *New Employee Orientation*
- (4) *Company Culture*
- (5) *1st line Supervision*



Regional Training Trends

Types of Training NOT being emphasized

- (1) *Individual Development*
- (2) *Leadership Training for Leaders*



Regional Training Trends

How is Training being Delivered

- (1) *Stand-up still leads the way*
- (2) *E-learning is slowly expanding*
- (3) *Smaller Training Staffs - outsourcing*
- (4) *Lots of Training Providers*
- (5) *Use of internal “leaders”, not in HR*



Regional Training Trends

Opportunities

- (1) Tie Training to Business Strategy*
- (2) Larger Role with Smaller Staff*
- (3) Change Management*
- (4) Leadership Development*
- (5) Creative Approaches*



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