

# Training Needs and Communication

Training as a management skill / Training and developing your staff

# Topics

- ▶ Why do we Need Training?
- ▶ What is Training & Training Principles?
- ▶ A Systematic Approach to Training
- ▶ A Training Lesson Plan

# Your Objectives

Following this presentation you should be able to complete the following objectives:

1. Describe why training is important and distinguish amongst training, education and development
2. Define the ASK concept, and comment upon the relative difficulty in developing people's attitudes, skills and knowledge
3. List the nine steps in the training process and be able to explain each step with reference to hospitality examples
4. Understand Effective Communication
5. Develop an appropriate training lesson plan.

# Do Companies Need Training

- ▶ The answer is “YES”
- ▶ However, we must know the **purpose** and **functions** of training before we can use it.



# 3 Reasons to Consider Conducting an Internal Needs Analysis

1. Employee obsolescence/out-dated -
  - ▶ Technical advancements, cultural changes, new systems, computerization
2. Career plateaus
  - ▶ Need for education and training programs
3. Employee Turnover
  - ▶ Development plan for new employees
4. Legislative Requirements

# Importance of Training

- ▶ Maintains qualified products / services
- ▶ Achieves high service standards
- ▶ Provides information for new comers
- ▶ Refreshes memory of old employees
- ▶ Achieves learning about new things; technology, products / service delivery
- ▶ Reduces mistakes - minimizing costs
- ▶ Opportunity for staff to feedback / suggest improvements
- ▶ Improves communication & relationships - better teamwork

# Benefits of Training

- ▶ Most training is targeted to ensure trainees “learn” something they apply to their job.



# What is Training?

Training is a systematic process through which an organization's human resources gain knowledge and develop skills by instruction and practical activities that result in improved corporate performance.

# Differences between Training, Education & Development

- ▶ **Training** is short term, task oriented and targeted on achieving a change of attitude, skills and knowledge in a specific area. It is usually job related.
- ▶ **Education** is a lifetime investment. It tends to be initiated by a person in the area of his/her interest
- ▶ **Development** is a long term investment in human resources.

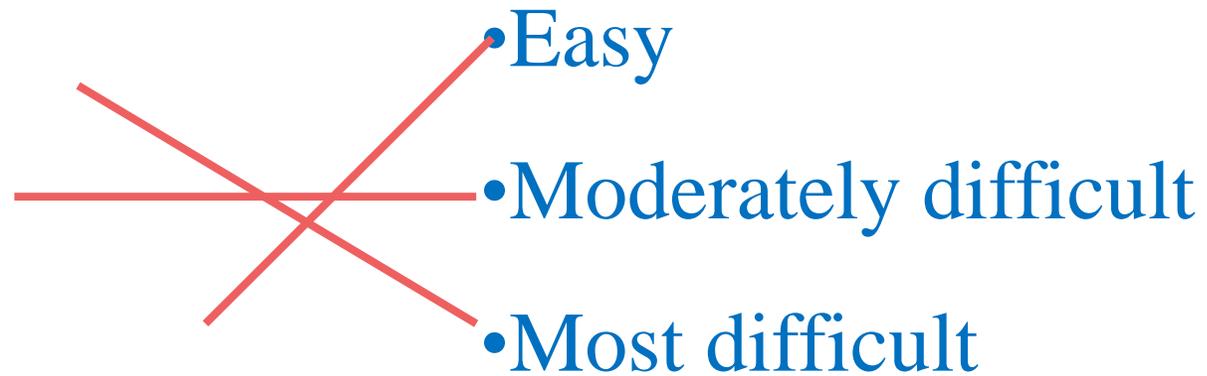
# The ASK Concept

- ▶ If we follow the GAP concept, training is simply a means to use activities to fill the gaps of performance between the actual results and the expected results.
- ▶ This GAP can be separated into 3 main themes
  1. **A**ttitude
  2. **S**kills
  3. **K**nowledge

# Exercise 1 - Class Discussion

Rank **ASK** by difficulty to develop in people

- ▶ Attitude
- ▶ Skills
- ▶ Knowledge



# Five Principles of Learning

- ▶ Participation: involve trainees, learn by doing
- ▶ Repetition: repeat ideas & concepts to help people learn
- ▶ Relevance: learn better when material is meaningful and related
- ▶ Transference: to real world using simulations
- ▶ Feedback: ask for it and adjust training methods to audience.

# A Systematic Approach to Training

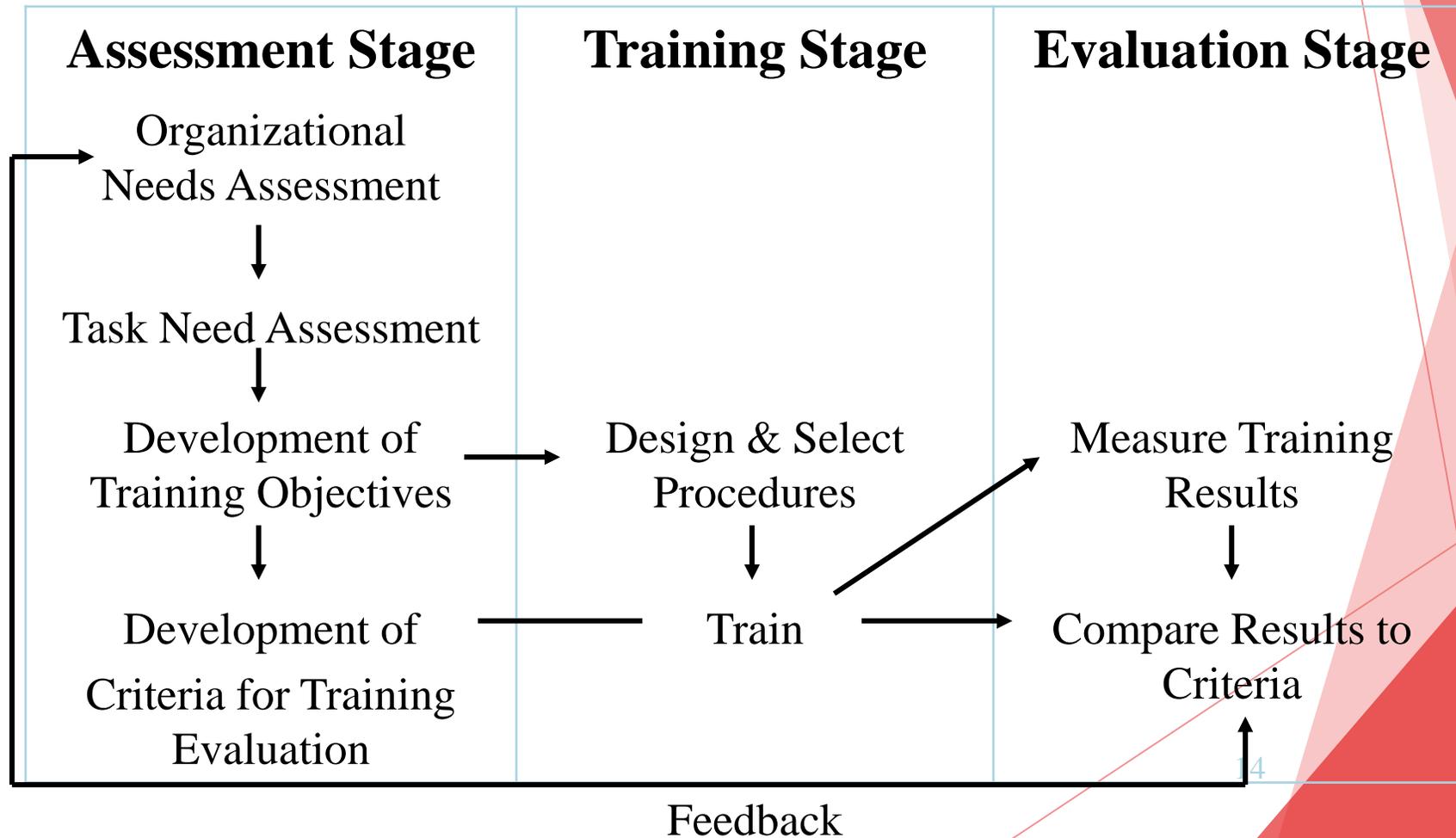
## Key Concepts in Preparing a Training Plan

Before you train and develop people identify what:

- ▶ They must know - before they can perform job
- ▶ They should know - to improve performance
- ▶ Would be nice for them to know - but not necessary to perform duties.

# Model of the Training Process\*

\*Goldstein, I. (2002) Training in Organizations 4<sup>th</sup> Ed.



# Nine Steps in the Training Process

1. Assessing training needs
2. Preparing training plan
3. Specifying training objectives
4. Designing the training program(s)
5. Selecting the instructional methods
6. Completing the training plan
7. Implementing the training program
8. Evaluating the training
9. Planning future training

# 1) Assessing Training Needs

Conduct a training needs analysis by either one, or both, of the following

- ▶ External approach (company, guests, society)
- ▶ Internal approach - using a staff opinion survey.

## 2) Preparing Training Plan

Consider whether to design a long (5-10 years), medium (3-5 years) or short (1 year) term plan.

- ▶ Ask your self “What are we going to achieve in the time period?”
- ▶ Use a holistic approach by using a calendar for inputting your training activities.

# Training Calendar Example

<b>Training Area</b>	<b>Month in the year</b>						
	1	2	3	4	5	6	7...
Attitude							
Train the trainer							
Job competency							
Sales techniques							
Telephone manner							
...						18	

# Individual Plans

- ▶ For individual personalized training, we must assess the trainees' weakness and strengths first before setting up appropriate programs.
- ▶ Training areas maybe tailor-made.
  - ▶ **Trainee should receive an individual timetable for self progress.**

### 3) Specifying Training Objectives

Training Objectives must be specific & measurable. Why? Very difficult to measure effectiveness after course is finished.

- ▶ What should trainees **be able to accomplish** after participating in the training program?
- ▶ What is **the desired level** of such accomplishment, according to industry or organizational standards?
- ▶ Do you want to develop **attitudes, skills, knowledge or some combination** of these three?

## 4) Designing the Training Program(s)

1. Program duration
2. Program structure
3. Instruction methods
4. Trainers qualification
5. Nature of trainees
6. Support resources - materials, OHP, classroom
7. Training location & environment
8. Criteria & methods for assessing participant learning and achievement
9. Criteria & methods for evaluating the program

## 5) Selecting Instructional Methods

*Note: This is the most important step*

### On-the job-training (OJT)

- ▶ learn while you're working

### Off -the job-training

- ▶ In house, training or classroom
- ▶ External, consultancies or attending external classes
- ▶ Independent bodies, such as government talks
- ▶ Distance learning, from books or notes
- ▶ Computer-assisted learning
- ▶ Interactive-video training
- ▶ Video conferencing, same as classroom except teachers and students are in different locations.

## 6) Completing the Training Plan

- ▶ **Target group** - assess your audience
- ▶ **Topic** - task, skill or attitude ingredient
- ▶ **Method** - direct (one way communication) or indirect (discussion, games, experimental exercises...).  
Important as evaluation of trainees usually lies on the perception on what they did in the training session
- ▶ **Time** - length, period, breaks important to consider
- ▶ **Location** - away from the office?

## 7) Implementing the Training Program

Besides trainers qualifications and experience:

- ▶ Participant selection
- ▶ Group comfort - physical & psychological
- ▶ Trainer enthusiasm & skills
- ▶ Effective communication
- ▶ Feedback mechanism
- ▶ The need to learn new training skills
- ▶ Preparation by trainers

## 8) Evaluating the Training

### Three Levels of Evaluation

1. Immediate Feedback
  - ◆ Survey or interview directly after training
2. Post-Training Test
  - ◆ Trainee applying learned tasks in workplace?
3. Post-Training Appraisals
  - ◆ Conducted by immediate supervisors of trainees

# 9) Planning Future Training

Last step in the training process

- ▶ After taking all evaluated comments, trainers should modify the programs to keep good things and make suggested improvements
  - ▶ Remember, even with the same topic for different trainees, trainers should address many parts of the training process again and consider new approaches.

# A Training Lesson Plan

- ▶ Topic
- ▶ Summary of Key Points
- ▶ Training Objectives
- ▶ Duration of Each Activity in Each Session
- ▶ Training Contents
- ▶ Training Methods / Activities
- ▶ Break(s)
- ▶ Exercise to Warm Up
- ▶ Questions to test Understanding
- ▶ Conclusion

## e.g. New Employee Orientation

<b>Time</b>	<b>Topic</b>	<b>Method</b>	<b>Activity</b>
9:00-9:30 AM	Welcome Speech by GM	Speech	Talk & hand shake
9:30-10:00 AM	Intro to Company Background	Slide Presentation	Slide Show & Video Tape
3:00-4:00 PM	Fire Safety Talk	Security Manager	Fire Drill & Equipment

# Summary

- ▶ What is Training
- ▶ Explain the Importance of Training
- ▶ Differentiate between Training and Development
- ▶ List 5 Principles of Learning
- ▶ What should we take into consideration when designing a programme
- ▶ Why should we Evaluate Training