Training on the go!

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Training

• “to form by instruction, discipline, or drill: to teach so as to make fit, qualified, or proficient.”

• developing skills, improving performance, increasing knowledge, and most importantly improving performance
• Myth #1: Training is not necessary
• Myth #2: Training is an event
• Myth #3: Anyone can facilitate training
• Myth #4: Training is only needed when someone is in a new role or assumes a new responsibility
• Myth #5: Training can’t be fun or funny or entertaining
• Myth #6: Training is formal, and it is done in a classroom
• Myth #7: You can cut the time for training and still have it work
• Myth #8: Training has to be expensive
• Myth #9: If we have e-learning, it will replace the classroom training.
• Myth #10: Executives don’t do training
Benefits of Training to the Organization

• Training increases retention
• Training improves morale
• Training drives productivity
• Training saves money
• Training builds a sense of “team
• Training builds “bench strength
• Training makes hiring easier
• Training saves time
• Training increases confidence
• Trained employees represent the company well
The Benefits of Training for Customers when Employees are Trained

- The customer gets better service
- The customer saves time
- The customer feels good about their experience
Customer Satisfaction Model

1. Meet Basic Customer Requirements
2. Satisfy Unstated Customer Needs
3. Achieve Customer Delight

Build customer loyalty
Develop customer confidence
Prevent customer complaints
When is training needed?

- When a new employee is hired
- It reduces their anxiety.
- They “ramp up” quicker and become more efficient much quicker.
- They have decided to join you and accept the position, but they haven’t decided to stay.
- When an employee moves into a new position
- When there is a performance problem
- When it is part of their individual development plan (IDP).
- When there is massive change going on in the organization.
- When there are new products, processes, or procedures
- When you need to build bench strength as part of succession planning.
- When they ask for it.
The training and development cycle.

Monitor performance

Identify training and development needs (Current and future)

Evaluate success of training and development activities

Identify training and development methods to meet needs
How People Learn

• Involvement drives learning and retention.
• People learn by doing.
• When learning is fun, people learn more.
• People learn when it is relevant to their job or current situation.
• Learning is a choice.
• People learn differently.
• Learning takes time.
• Learning is cultural.
Learning Styles

• The “visual” learner.
• The “auditory” learner.
• The “kinesthetic” learner.
<table>
<thead>
<tr>
<th>Learning Mode</th>
<th>Appeals to what kind of learner?</th>
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<tbody>
<tr>
<td>PowerPoint presentation</td>
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<tr>
<td>PowerPoint with audio</td>
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<tr>
<td>A written exercise</td>
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<tr>
<td>Activity where people build a tower from straws</td>
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<tr>
<td>Writing ideas down on an index card</td>
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<tr>
<td>Answering questions in a group discussion</td>
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<tr>
<td>Sponge ball thrown around the room as people answer questions</td>
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<tr>
<td>Watching a DVD</td>
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<tr>
<td>Listening to music while individually developing ideas on paper</td>
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<tr>
<td>Writing an idea on a sticky note and posting it on a chart</td>
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<tr>
<td>Working with a partner on a problem and presenting the solution to the group</td>
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</tbody>
</table>
Accelerated learning

• Learning is dual-planned or para-conscious. We learn through our conscious and our subconscious mind.
• Everything makes a suggestion, either consciously or unconsciously.
• A student might consciously be listening to the teacher, but subconsciously his mind is aware of the peripherals: the teacher’s mood, tone of voice, and noises in the room.
• There is no single stimulus. The way we receive or perceive information is in context.
• Everything is constantly being processed by our brain, including symbols, rituals, and associations.
• There is no neutral information, only positive or negative.
• Teachers need to make a concerted effort to create as many positives as possible, paying careful attention to creating a safe and fun learning environment.
Types of Training

- Classroom Training
- E-learning
- Self-Study
- Outside Seminars
- Videos and DVDs
- Audio CDs
Classroom Training

- It is effective for developing skills.
- It builds a sense of team and esprit de corps.
- It is effective.
- It is interactive.
- Individual training needs are not always met (-)
- It is easy for people to *not be involved* (-)
- It can be very expensive (-)
- It is time-consuming (-)
- It is not easily customizable (-)
- The outcome can’t be guaranteed (-)
- The course might not be available when you need it. (-)
E-learning

+ It is immediate.
+ It can be customized
+ It can be taken in parts
+ It is very visual
+ It can be a great pre-learning assignment for a class.
+ Learners can pick and choose.
+ The learner is in control
- It is not interactive
- It can be boring
- It is hard to customize for each learner (This is also an advantage,
  but for a different reason)
- You can’t practice and get feedback
- It is dependent on technology
- It raises HR concerns
- It can be expensive
Self-Study

- It is personal and can be highly customized
- It builds confidence and self-esteem.
- It is often very effective.
- It is private.
- It is easy to track
- It is inexpensive.
- It is immediate.
- The manager has to know what to recommend
- The self-study has to be clearly related to development in the eyes of the learner and the manager so it is not interpreted instead as punishment.
- It requires discipline.
Outside Seminars

+ Many are very good.
+ They are often targeted
+ They are centrally located
+ Reasonable in costs
- They are hit or miss
- They can be too generic.
- You can’t control the mix of participants
Videos and DVDs

+ They are often timeless
+ The investment is a one-time investment.
+ They are usually well produced.
+ They are often accompanied by a leader’s guide
+ It is great material to build a meeting or training around

- There are bad videos out there
- When used improperly, a video can be deadly.
- They can interfere with interactivity
- The initial investment can be expensive
- Equipment can sometimes be a problem
Audio CDs

+ They are inexpensive
+ They are content rich
  - They are not as interactive as many other methods
  - They can get boring fast
Return on Investment

- What kind of positive feedback have you received (on evaluation forms)?
- What kind of positive verbal feedback have you received from participants regarding the training?
- What kind of positive feedback has come in from participants’ managers?
- Are you seeing differences in the team in terms of results, knowledge, and skill?
- Is turnover lower?
- Is morale better?