

***“Learning is not compulsory,
Neither is survival”***

Edward Deming “Quality Guru”

***“Those who are in love with learning,
are in love with life, For them change is
never a problem, never a threat, just
another exciting opportunity”***

Handy: 1990



STRATEGIC TRAINING & DEVELOPMENT

By

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Grim days lie ahead in view of economic slow down and talent management is going to be the most critical HR challenge over the next five years.

“SHRM”

Apart from salary freezes and other cost cut measures, 16 % organizations will be decreasing training and development programs.

“HAY GROUP”

Avoid ‘knee-jerk’ reactions that seem to help the organization in the short term, because it can cost heavy in the long run.

“HR Intelligentsia”



Traditional Training

- *Reactive to present needs only*
- *Transferring large amounts of information*
- *Detached from the business context*
- *Lacking the supporting processes*



Strategic Training & Development

Through

- Diversifying the learning portfolio
- Accelerating the pace of learning
- Capturing and sharing knowledge through Learning Organization
- Modifying the work environment to support transfer of learning to workplace.

Ultimate Objectives

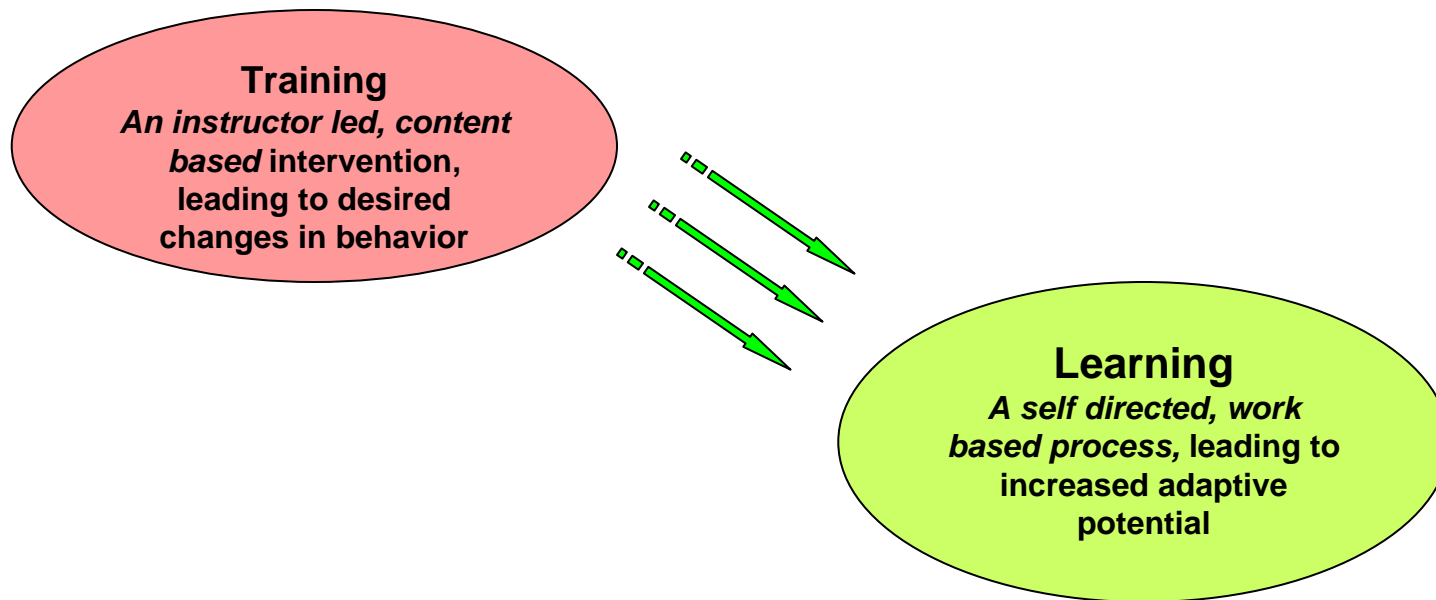
- Performance improvement (Business Excellence)
- Productivity
- Systems thinking
- Preparing employees to deal better with customers
- Increased customer base
- Processes improvement
- Employees' belief in opportunities for learning and growth.
- Employees satisfaction
- Reduced turnover
- Strategic human resource development



Factors Strategic Training & Development

Paradigm Shift

Training to *Learning*



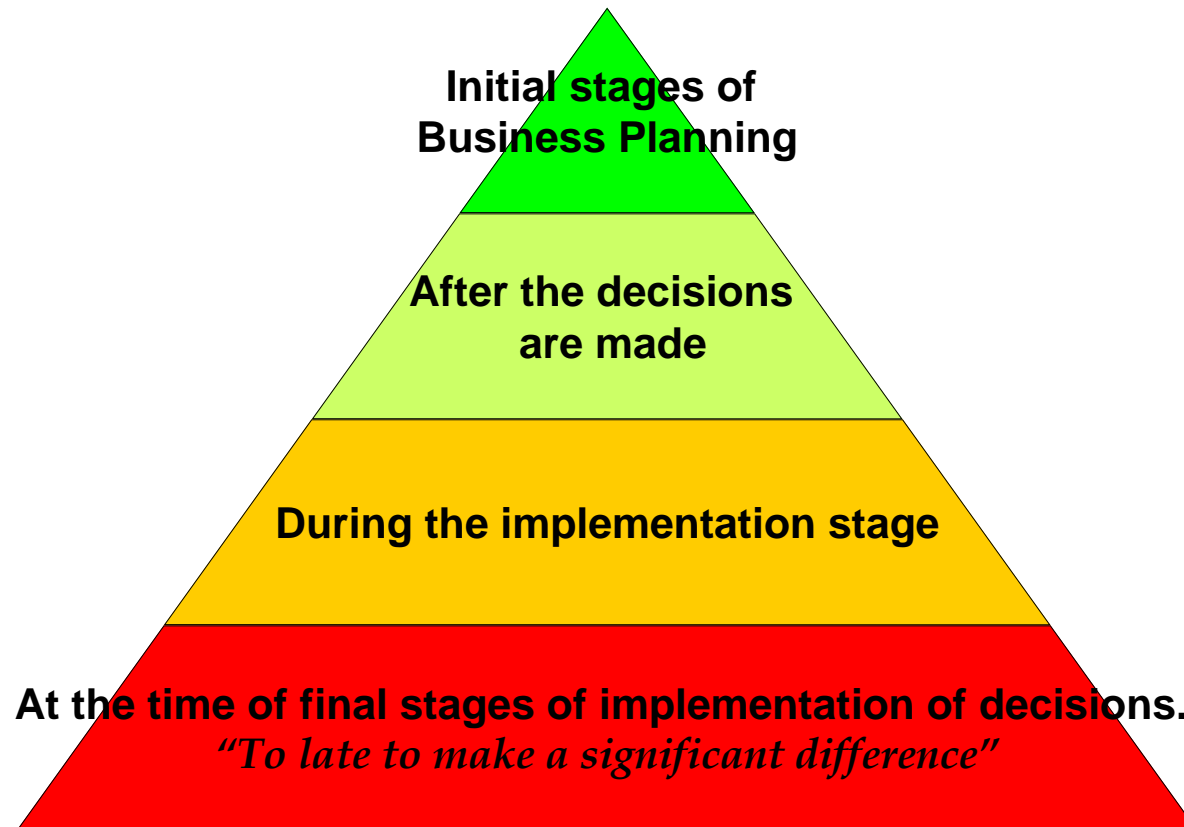


Learning Integration with Wider Organizational Strategy

- Piece meal training
- T & D derived from the business plans
- Strategic human resource development

Learning Integration with Organizational Strategy

The processes of organizational change must occur through planned learning to ensure that individuals and organizations are equipped with the skills and knowledge needed to deal with the present and future requirement.





Creating a Supportive Environment

**“There is something rarer than ability, it is
the ability to recognize ability”**

Elbert Hubbard



Developing Appropriate Processes

- Enhancing the role of line managers
- Developing a coaching capability, and
- Encouraging peer-group learning
- Departure from “Once a year **TRAIN ME** culture”



Possible Reasons for line managers **NOT** supporting learning and development

- Business pressures
- Lack of understanding
- Learning perceived as optional
- Lack of positive role-modeling
- Cost and resource implications
- Lack of training for managers
- Organisational culture
- Lack of employee motivation



How to **buy-in**

Line manager in to learning and development

- Clear message from the top
- Manager responsible for development
- Reward for managers for developing staff.
- Leaders as role models
- Staff development as a training module



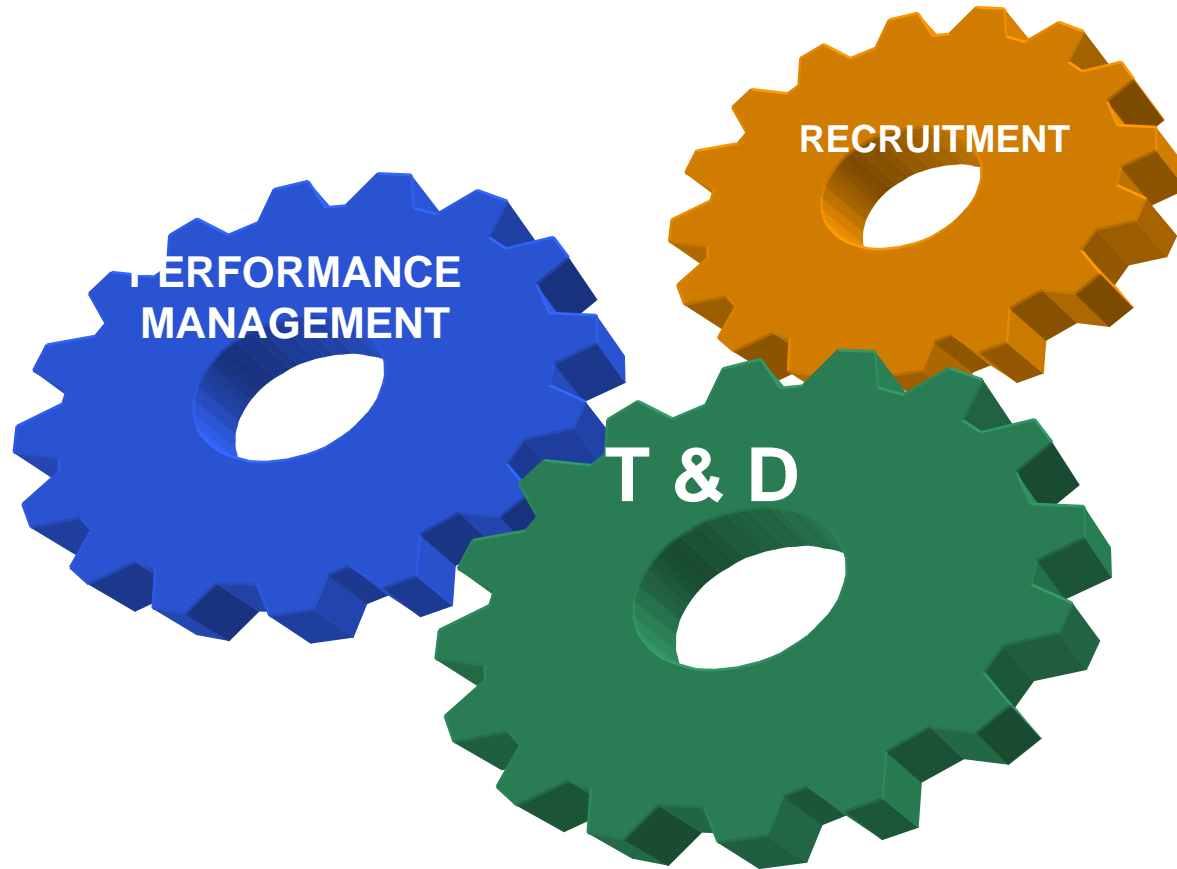
Continuing Professional Development



Senior Managers' Development

- Participation in developmental events
- Subsidized membership to professional associations

Training- A Component of HR





Use of Technology in Training



Training Evaluation

- Participants reaction to the training
- Knowledge acquisition by participants
- Changes in job related-behavior
- Improvements in organizational results
- **ROI%** = $(\text{Revenue} - \text{Costs of Training}) \times 100 / \text{Costs of Training}$

For every 1 Rupee of training spent, how much is the Rupee return in net profit ? (short term)



Training Metrics

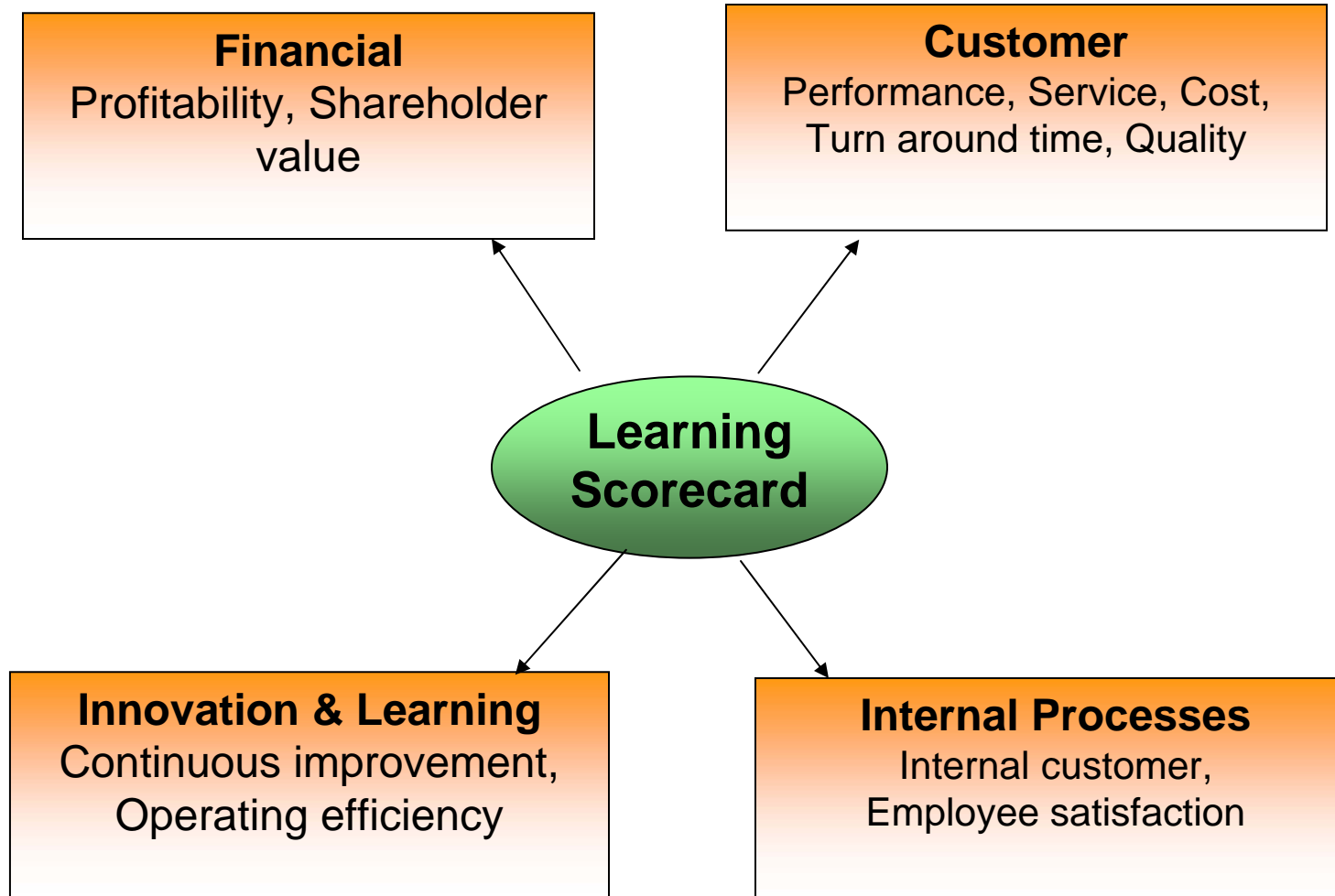
Performance Metrics *Previous yr* *Current yr* % increase/decrease

- Employees trained
- Training days (Global/industry benchmarks)
- Training days per person (Global/industry benchmarks)
- Internally trained staff
- Externally trained staff

Cost Metric

- Budget utilized
- Training spend per employee
- Training expense as % of salary bill

Learning Scorecard





Potential obstacles

Transfer of learning to workplace

- Time pressures.
- Few opportunities to use skills
- Lack of peer support
- Training viewed as a waste of time
- Lack of management support



Training Transfer Interventions

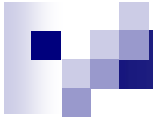
- Providing trainees with social cues
- Positive reinforcement



Management communication Style



Conclusion



Question?