LEARNING MADE EASY

2nd Edition

Training & Development

For dummies

A Wiley Brand

Integrate technology and training in a digital world

Understand the training process, from icebreakers to results

Establish a strong talent development program

Elaine Biech

Facilitated one of the world's first virtual training sessions for NASA in 1986

Training & Development

2nd Edition

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CPTD Fellow

FOREWORD BY Tony Bingham

President & CEO, Association for Talent Development

dummies

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Training & Development For Dummies®, 2nd Edition

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Table of Contents

List of Tables

List of Illustrations

Chapter 6

Chapter 7

Chapter 8

Chapter 9

Chapter 17

Foreword

Growth mindset and continuous learning are critical markers for success in today's global business landscape. While this isn't new, the focus has been sharpened through lessons the global pandemic required all of us to learn; unwanted change and unprecedented uncertainty have obliterated comfort zones. Our carefully crafted plans for the "future of work" were heavily modified. Employees' reassessment of how they spend their time at work has forced leaders to reevaluate the talent proposition and reprioritize the creation of meaningful experiences and engagement opportunities.

And talent development professionals have been called front and center to help navigate it all.

That's why the release of this second edition of *Training & Development For Dummies* is so well-timed. Since the first edition came out, there have been significant changes in the world at large and the talent development industry as a whole. Technology, working environments, skill needs, and an expanding scope of responsibilities have all combined to create a fascinating and complex environment for talent development professionals. At the same time, the strategic importance of the TD function has grown even further. There's never been a better time to be in the field as a practitioner, and there's never been a more important time to embrace all the opportunities that are before us as a profession.

Training & Development For Dummies will give you keen insight into what it takes to do the work of training and development — and do it well. People in this profession have the unique privilege of helping others develop skills and knowledge, grow their careers, and unleash their

potential. Understanding the foundations for success and the capabilities required to deliver excellent ongoing work is important. And there is no better person than Elaine Biech to help you understand these concepts and principles.

I'm grateful to Elaine for including information about ATD (the Association for Talent Development) and the Talent Development Capability Model in this edition. Both ATD and the Capability Model can be tremendous assets in your training career. ATD supports the growth of talent development professionals with abundant resources, including membership, courses, certifications, research, and events. You are welcome here!

Empowering professionals to develop talent in the workplace is much-needed work. Thank you for helping create a world that works better.

Tony Bingham
President & CEO
Association for Talent Development

Introduction

Training is the best profession in the world. The training professional touches almost everyone every day. Whether you're experiencing a golf lesson, taking a virtual course to learn to use new computer software, working with Leaders Beyond Boundaries in Ethiopia, trying a new recipe, or being coached by your boss, you're learning something new and experiencing training. You and your trainer don't even need to be in the same room or on the same schedule.

What other career affords you the opportunity to increase an organization's bottom line, improve your country's productivity level, and enhance individuals' lives around the globe, all at the same time? It is truly a privilege to be a trainer, yet it's also a responsibility. Training is a profession on the move, and those moves are ones to be proud of.

This edition couldn't come at a better time. People owe trainers everywhere a huge thank you. During the pandemic, your organization's goals changed overnight. Employees were stuck at home but in need of training so that they could continue to support their organizations' strategic imperatives. Those of you in talent development (TD) departments had to instantaneously determine what skills employees required and design learning in short bursts that focused on the few vital skills your organizations needed. You had to ensure that training was accessible to all employees. You had to engage employees who were stressed and distracted by children, pets, and working from their kitchen tables. And you did it! It was an honor for me to work with all my colleagues who experienced the pandemic.

The pandemic catapulted training and talent development departments into the future. You thrived in an environment that was like none we'd ever experienced. To get the job done, you pushed ADDIE to its limits. You were empathetic, involved learners, and you iterated and tested your designs. You used design thinking skills naturally without adding a label of any sort. You did our profession proud.

What a dynamic effort! Thank you all!

About This Book

Training & Development For Dummies, 2nd Edition incorporates the new elements that mirror the expansion of the TD profession. The book has two focuses: training and talent development.

The first focus presents ADDIE, the training cycle, from start to finish, and in sequential order. You'll find it in Part 2. Then, Part 3 goes beyond the ADDIE basics, exploring what ADDIE doesn't tell you.

The second focus of this book presents the talent development part of our work to help you appreciate the expanded role of talent development: coaching, leading change, consulting, team-building, developing a learning culture, and all the other additions to our training role that are outlined in the Association for Talent Development (ATD) Capability model. And finally, the book explores the future of talent development.

This book is fun to read, but don't let the conversational tone fool you. It's jam-packed with technical knowledge about training and the talent development profession as well as tips, tricks, and techniques for honing your skills.

An exciting aspect of this book is the numerous sidebars — more than a dozen — written by leaders in the TD profession. These snippets of content emphasize those leaders' areas of expertise. As you read *Training & Development For Dummies,* 2nd Edition, be sure to check out what experts say — like Jonathan Halls's take on our important role to support our senior leadership, Jennifer Hofmann on virtual and hybrid learning, Karl Kapp on gamification, and Thiagi on facilitation.

Foolish Assumptions

While writing this book, I imagined you, the reader, sitting next to me and telling me what you want to read about. And what did I hear you saying? "Practical. Make it practical." So I did.

I assumed that you fall into one of two categories: Either you're interested in becoming a trainer or TD professional, or you're already a part of the profession and want to hone your skills. Perhaps you're even interested in obtaining professional certification from ATD.

I also assumed that you've been a participant in training and that some of those training sessions have been life-changing, whereas others have been a waste of your time. And I assumed that you want to know how to conduct more of the former and none of the latter.

I assumed that you know how important the training profession is to all corporations' bottom lines, individuals' development, happiness, and well-being, as well as your country's productivity.

Another assumption was that, like me, you like to have fun. I believe no one should get up in the morning and go to work! Instead, we should all get up and go to play! We

should love our work so much that it feels like play and is fun. Therefore, I made this book fun to read.

Finally, I made one other assumption: that you love (or will grow to love) the TD profession as much as I do!

Icons Used in This Book

Throughout this book, you find icons in the left margins that alert you to information you need to know. You find the following icons in this book.

TIP   This icon signifies quick tips and tricks to make your job easier and ideas to help you apply the techniques and approaches discussed. The tips are practical and easy to implement.

REMEMBER This is important information that is critical to being a TD professional.

PEARL OF
WISDOM Here you'll find a few words that impart wisdom you can rely on.

NAMES
TO KNOW Many people have made the profession what it is today, and their names and notions are a part of the foundation that trainers rely on to deliver success. The names also include organizations you should know.

This icon indicates specific thoughts and ideas that guide what you need to know about the ATD certification process. However, remember that the entire book is based on the *Talent Development Body of Knowledge* (TDBoK) that embodies the content for the CPTD certification. I was a member of the TD Capability Model Advisory Panel and the principal designer and curator for the TDBoK.

Beyond the Book

In addition to the material in the print or e-book you're reading right now, this product also comes with some access-anywhere goodies on the web. Check out the free Cheat Sheet by searching this book's name at www.dummies.com. The Cheat Sheet offers additional helpful tips on what trainers should do, the seven sins of trainers, ensuring participation, fostering learning, and more.

Where to Go from Here

You can approach this book from several different angles. You can, of course, start with Chapter 1 and read straight through to the end. But you may not have time for that. Check out some other approaches:

>> If you're brand-new to the training scene, you may want to start with Part 1, which grounds you in the topic. Then move on to Part 2 to discover the basics of designing and delivering training.

» If you're looking for ways to enhance your skills in either the design or delivery area, go directly to Part 2. Part 3 will be a useful follow-on.

» If you want to learn more about talent development, how it's different from training, and what you need to know — especially if you've just landed a position as a TD professional — go straight to Part 4.

» If you're looking for ways expand your professional focus, start with Chapters 16 and 18.

» If you're looking for several fast ways to improve your training delivery or enhance your training session, check out the Part of Tens, where you'll find 20 ideas. You can also skim through the rest of the book to look for the Tip icons and try several of those ideas.

» If you're thinking about the professional certification. CPTD, you may want to go directly to Chapter 17 and read about the process.

No matter where you start reading in this book, you'll find practical ideas. So, my advice is to just start!

Part 1

So You're Going to Be a Trainer

IN THIS PART ...

Introducing you to the world of training and talent development

Exploring why adults learn

Getting to know the training cycle

Chapter 1

Exploring Training and Talent Development

IN THIS CHAPTER

» **Introducing the training and talent development profession**

» **Assessing your skills and abilities as a training and development professional**

» **Determining the importance of developing people**

So you want to be a trainer. Or perhaps you're already in the field, and you've picked up this book to enhance your skills. In either case, this chapter helps you understand the profession and what's expected of those who develop others. This chapter gives you a brief overview of the training profession and why it's important. You're also introduced to talent development and the talent development (TD) professional. If you're wondering what the difference is between training and talent development, you're in the right place: I explore both in this chapter to help you make sense of the profession.

The timing for this book couldn't be better. Much has changed since March 2020. Organizations moved quickly to adjust operations and how to utilize a remote workforce. Likewise, training departments scrambled to determine how best to develop employees who were offsite. Some of this change has been difficult, but the results have been positive.

Employees needed training, and training departments had to rethink how to deliver their services in a matter of days, without a needs assessment or a plan to guide them. Many were completely unprepared for such an upheaval in terms of tools and competencies. Still, they rose to the challenge. It's what trainers do. Trainers switched to virtual, instructor-led training; they chunked learning into short, specific lessons; and they made it interesting for those distracted by working from home. Even better, they got creative when new technology wasn't in the budget. And they managed these innovations in days instead of months. Although the situation was atypical, the profession's response was typical: Do what needs to be done for your customers.

This chapter starts with training and what it means to be a trainer because it is likely the more well-known term. Then I introduce talent development and compare the two.

Introducing the Exciting Role of Training

Having a role in training and development is one of the most exciting careers anyone can have. Although a trainer's job has changed substantially over the past decade and is currently going through another transformation, many of the positive aspects always remain with the job. First, a trainer impacts the work of many people — not only the learners with whom you work but also supervisors, senior management, clients, vendors, and perhaps even your company's board of directors. As a trainer, you have access to many people and can develop a broader picture of your organization's needs. Trainers usually have excellent communication

skills. People listen to you. Employees respect you. Leaders depend on you.

In addition, training is exciting because it serves as an integral step in an organization's efforts toward change and improvement. You may be a part of defining the organization of today, envisioning the organization of the future, and helping to incorporate the changes necessary to create the new organization. As a trainer, you have the opportunity to influence the direction your organization takes and how it gets there.

TIP Change is here to stay. Therefore, you need to take a proactive stance in shaping your career. To be the most effective trainer, find out all you can about your organization. What are the primary issues and priorities it faces? Partner with those who lead your organization and find out how you can help them. Where are the pressure points that affect the bottom line? Identify how your work can positively impact the bottom line, given that you're in a unique position to impact others. At the same time, remember to also take the opportunity to impact your career.

Workplace changes affect how we all work, and training is about change. It's about transformation. It's all about continuous learning. Training is a process designed to assist an individual to learn new skills, knowledge, or attitudes. As a result, individuals make a change or transformation that improves or enhances their performance. These improvements ensure that people and organizations can do things better, faster, easier, and with higher quality.

As an example, consider the huge change when a large portion of the workforce started working remotely as a result of the pandemic. Training departments had to rethink how to deliver training remotely and determine which content was needed the most. They needed to figure out how to engage employees to learn while competing with children, spouses, pets, and other distractions. They needed to address both their own and their learners' technical challenges. In some cases, they had to be cautious about physical health and mental well-being, all while ensuring that they were engaging the learners. Trainers had to fast-track learning to employees who needed it while working from home. Trainers are masters at change. After all, that's what learning is all about.

Learning happens all the time

You, like everyone else, have been in training since the day you were born. You have been learning and changing into the knowledgeable, skilled adult you currently are. Everyone has both received training and developed others. If you ever demonstrated how to create a poll on Zoom to a new employee, advised your boss regarding changes in your department, or explained a shortcut for completing a task to a colleague, you were conducting training.

Learning is acquired in many forms. You may, for example, have experienced some of these situations: had a one-on-one session with your supervisor to learn the benefits of a new product that your company produces; attended a virtual class to learn new negotiating skills; or taken an asynchronous online course to learn how to use a new computer program. Or maybe you'll take a golf lesson to learn how to improve your use of long irons, or get coached by someone in your company to

learn to be more politically savvy. You may register for a local university course to learn about artificial intelligence and future-proof your career. The key word in each of these examples is *learn.* Training is provided so that people learn something in order to make a change.

People use the words *training* and *development* as though there's a difference between the two words, and yet all professionals in the business seem to have their own definitions. This book doesn't arrive at a mutual definition that everyone can agree on, but both concepts are paths to learning and performance. In general, people view training as those learning options that include someone who facilitates the learning in a formal setting: classroom, workshop, seminar, virtual instructor-led, or synchronous online. Development, on the other hand, is viewed as more self-directed and informal: coaching, mentoring, reading, self-study, social learning, on-the-job learning, and asynchronous online learning.

Learning also occurs during water cooler discussions, in cubical conversations, during Zoom meetings, and at conferences. Trainers are involved in all these alternatives.

PEARL OF WISDOM   Read that last sentence again and remember it. It doesn't matter what your official title is or how you deliver learning. Trainers may be involved in *all* activities in which people acquire knowledge and develop skills. Yes, you may design or deliver training in a traditional or virtual classroom. But you may also coach supervisors about the best way to develop their employees, or advise leaders of

corporate changes required to support desired performance — or even recommend budgets for social media to augment training.

Trainers, although that word may not always be their title, are necessary in every industry, from aardvark ranches to zipper manufacturers. Trainers have jobs in private industry, education, not-for-profit organizations, and government.

Trainers work with people in all positions and at all levels in an organization: executives, managers, supervisors, secretaries, production workers, scientists, artists, doctors, lawyers, security guards, salespeople, teachers, firefighters, authors, custodial workers, wait staff, and you. Even this book is a form of training — self-directed training as you learn your way through its pages.

Understanding why training is necessary

Every year, organizations budget money for training — more than $80 billion in the United States and $360 billion worldwide. And it's growing by almost 7 percent each year. Why this explosive growth? All individuals, whether internal employees or external entrepreneurs, are engaged in upskilling themselves. Everyone is recognizing the explosive changes and the requirements for new skills and are girding themselves for growth and development required in the immediate future. According to recent research, the average company spends about $1,500 on training per employee.

The volume of money and effort suggests that corporations believe training to be important. They know what justifies this much investment. For starters, training plays an important role in developing a

productive workforce and finely tuning processes to increase profits. Training also helps people and organizations manage change. Prior to the pandemic, most organizations focused on training to increase efficiency, but the pandemic uncovered the dire need for companies and their employees to be resilient in the face of unpredictability. A Gartner study found that fewer than 20 percent of employees were able to make the changes required of their organizations. To alleviate this limitation, training departments need to prepare the workforce for the future focusing on resiliency, agility, digital skills, and analytics.

The four critical needs of organizations

A coordinated, comprehensive training approach has four critical aspects. In the most efficient organizations, those four aspects align toward the same corporate needs:

» **To meet a business requirement:** This is the starting point. Effective training starts with the clarification (or creation) of organizational goals. This clarity enables the Training & Development (T&D) department to provide a strategic approach to the services it offers the organization. Examples of business needs include increasing customer satisfaction, increasing market share, expanding innovation, and improving quality.

» **To improve or change performance:** Performance is usually tied to a specific job and a task or set of tasks within that job. It is what the employee must do to achieve the organizational goal. For example, if improving quality is a business goal, each employee must know what process to use to ensure delivery of a quality product or service.