

Safeguard and Develop Talent Through Proper Training

Many people will tell you they think training is for developing skills, expanding interests, and for completing degrees and certifications.

Often when we think of training we think of training experiences that help us with workplace learning and performance. This type of training commonly falls into the following categories:

- Computer hardware and software.
- Office equipment, tools and technology.
- Organizational and administrative.
- Typing, writing and grammar.
- Managing finances and budgets.
- Customer service.
- Workplace safety and security.
- Human resources and diversity.
- Project and time management.
- Mechanical and technical.

Skills training to make us better learners and, therefore, even more trainable. How we get trained varies more and more depending on budgets, time and the use of technology. The following outlines the common models for employee training.

- **Internal training:** Typically internal training is provided by the employ-



er's supervisor, a peer or a human resources representative. Often internal training is referred to as on-the-job training. Usually the trainee at the most entry level is an intern, an apprentice, or is involved in a mentoring program. More experienced trainees are typically learning new systems because they have just joined the company, new technology has changed the way they do things at work, or they've just been promoted or are preparing for promotion and the new role calls for new responsibilities and, therefore, more training to be successful.

- **External training:** Typically external training is provided for more experienced employees and is paid for directly by the organization in the form of programs, classes, courses and seminars, widely available through trade associations, consulting firms, corporate seminar providers, colleges and universities, chambers of commerce, local business clubs and the like. External training is provided off site and normally in large group settings. Externally provided on-site training is usually held in the employer's conference room, cafeteria or a makeshift class room with a visiting live instructor or facilitator and is common for smaller groups, and can be provided over the Internet in the form of Web-based seminars.

- **Self-directed training:** Fast becoming widely used, as technology has advanced and training budgets have been scrutinized to save every possible penny, new types of self-directed training have been developed to transfer the control from the trainer to the learner, thereby eliminating the need for a live instructor. Self-directed training can take place almost anywhere because it is computer based. Interactive computer software training programs often referred to as e-learning, function much like video games where trainees can compete against themselves and other employees for scores. ...

No matter what your preconceived notions are ... about the varied models for training and their respective effectiveness or value, organizations must safeguard and develop their talent to weather the cyclical ups and downs in an ever-changing economy and to manage competitive challenges that change faster by the year. Old ways of thinking about employees as being easily replaced, the first places to cut expenses, or simply being disposable are outdated, counterproductive and should simply be a thing of the past.



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