

Manager Training

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Market

Size and growth

Total 2012 U.S. training expenditures, which includes payroll and spending on external products and services, fell 6.5 percent to \$55.8 billion notes (Training Magazine, 2012). While training payroll increased, from \$31.3 billion to \$36.4 billion, spending on outside products and services decreased \$1.7 billion to \$7.4 billion. The driver of this cutback is mainly decreased government spending as the research conducted by Training Magazine notes:

Training expenditures for previous years are (in \$ Billions)¹:

- 2011 - 59.7
- 2010 - 52.8
- 2009 - 52.2
- 2008 - 56.2
- 2007 - 58.5

The research paper also notes that slightly more than 45% of training hours are performed in the classroom, 27% is delivered with blended learning techniques, 24.7% is delivered via online or computer-based technologies, and 1.1% is delivered via mobile devices.

Note that in 2006 classroom training accounted for 66% of the training, however blending learning was not in wide use at the time.

In 2012, Bersin & Associates found that the average U.S. organization had a 5.2 L&D staff per 1,000 employees and that high-impact Learning Organizations had an average staff of 4.3 L&D per 1,000 learners as they are more efficient, effective, and aligned with the business. However, they spent more — \$1,021 per learner, compared with the national average of \$800.

¹ <http://www.nwlink.com/~donclark/hrd/trainsta.html>

Bryan Chapman listed these average development times²:

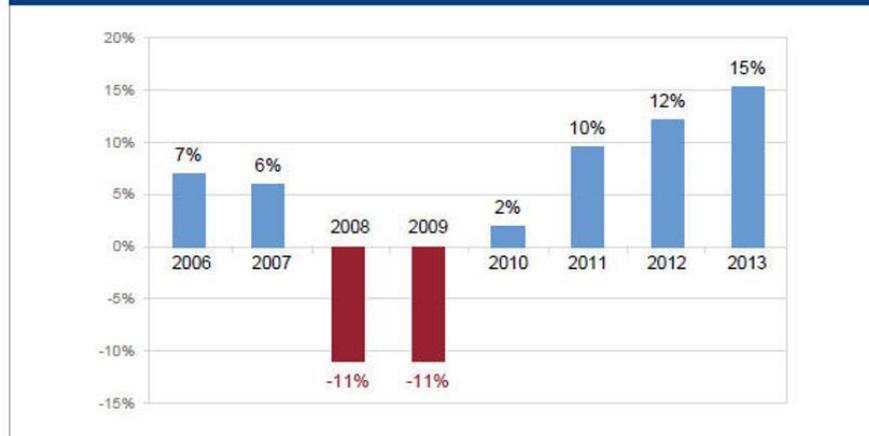
- **43:1 — Instructor-Led Training (ILT)**, including design, lesson plans, handouts, PowerPoint slides, etc. (Chapman, 2010).
- **33:1 — PowerPoint to E-Learning Conversion** (Chapman, 2006).
- **79:1 — Standard e-learning**, which includes presentation, audio, some video, test questions, and 20% interactivity (Chapman, 2010)
- **184:1 — Interactive e-learning**, which includes presentation, audio, some video, test questions, and 20% interactivity (Chapman, 2010)
- **490:1 — Highly Interactive, Simulations, Games, e-learning**, which includes presentation, audio, some video, test questions, and 20% interactivity (Chapman, 2010)
- **345:1 — 3rd party courseware**. Time it takes for online learning publishers to design, create, test and package 3rd party courseware

2014 Corporate Learning Factbook research is striking: US spending on corporate training grew by 15% last year (the highest growth rate in seven years) to over \$70 Billion in the US and over \$130 Billion worldwide.

This tremendous increase follows two years of accelerated spending in this area (10% in 2011 and 12% in 2012), illustrating how companies see tremendous skills gaps as we recover from the recession.

² Development times to create one-hour of training

Figure 2: Year-over-Year Change in Training Spending U.S.—2006 to 2013



Source: Bersin by Deloitte, 2013.

Corporate training is always a very good indicator of economic activity: when companies slow down they often cut training spending, and then as business grows they ramp back up to train new hires, sales people, and leaders. This is among the most discretionary of all corporate spending areas, so it is an excellent bellweather for business confidence.

Why the rapid growth? All our research tells us that organizations today suffer from a “skills supply chain” challenge. Not only do more than 70% of organizations cite “capability gaps” as one of their top five challenges, but many companies also tell us that it takes 3-5 years to take a seasoned professional and make them fully productive.

And the skills challenge is huge. Recent research shows, for example, that the Oil and Gas industry needs 60,000 petrochemical engineers by 2016 yet only 1300 graduate from US schools each year. This means that oil companies have to train, retrain, and jointly educate a lot of energy engineers to grow.

A few key facts about L&D spending³:

- **Spending on leadership development remains very high.** As in prior years the research shows that the #1 areas of spending is management and leadership (35%). All

³ <http://www.forbes.com/sites/joshbersin/2014/02/04/the-recovery-arrives-corporate-training-spend-skyrockets/#78e283e84ab7>

our research on corporate talent shows that global leadership gaps continue to be the most pressing issues on the minds of business and HR leaders. As Millennials take on more responsibility, companies need to build leadership skills at all levels and in all geographies around the world.

- **High-performing companies spend more.** Companies which fall into our “high-impact” categories spend significantly more on training than average. So companies who invest in a total L&D strategy spend more per employee than those who are inconsistent. This shows that L&D spending pays off.
- **Technology is revolutionizing this market.** The research shows an explosive growth in technology tools to train people today. Self-authored video, online communication channels, virtual learning, and MOOCs (Coursera, Udacity, Udemy, edX, ...) are all growing rapidly as training tools. People still need formal classroom education, but this is now less than half the total “hours” people consume in training around the world. And among the highly advanced companies, as much as 18% of all training is now delivered through mobile devices.

We see significant growth in new virtual learning environments: companies like GE, Motorola, Philips, and others are extending their training budget to reach 2-3 times the audience through the use of easy to use training portals and virtual learning experiences. While most big companies still have a lot of work rationalizing their training spend, the adoption of technology in training has accelerated.

The Learning Management Systems market is also growing rapidly. We estimate that the market for learning management systems is now over \$2 billion and continues to be one of the fastest segments of HR software. Every major HR technology vendor is investing in its LMS offerings.

Current trends

Types of management training for employees can fall under a number of primary categories. Well-planned and properly implemented, a management training curriculum helps hone skills, build confidence and create well-rounded managers. Training also helps create, reinforce and

maintain your company's culture and mission, which managers may then impart to employees. Even experienced managers new to your organization will benefit from company-specific training, which will aid in developing a unified and uniform management-employee team.

Employee Relations

Since most managers deal with employees, they must be able to relate to them in a way that has a positive effect on morale and productivity. Effective communication, disciplinary action and conflict resolution training are tools that managers will use every day. Managers will need to recognize the different types of communication, how to solve problems and when to take action.

Time Management and Planning

Managers must make the most efficient use of their time. Between managing employees, meetings, paperwork and other tasks, managers can easily feel overwhelmed. Training programs that include time-management, planning, problem-solving and delegation skills will help managers make the most of their time and resources.

Safety and Emergency

Employee safety is a major concern for every business, and managers must be aware of potential risks and how to handle emergencies. Aside from specific job-related safety and emergency procedure training, managers must know policies and protocol concerning emergency evacuations, fire safety, lockdowns and other safety and security-related issues.

Ethics and Harassment

Ethics encompasses many different training areas, including diversity, corporate responsibility and harassment. But any training that deals with the ethical treatment of workers and customers, environmental and legal issues falls under the ethics umbrella. Ethics and harassment are closely related to both the human resources and policies training umbrella.

Policies and Procedures

Understanding company policies and how to implement, monitor and enforce them is another important management training area. Trainings on specific policies, mission statements,

quality initiatives and general expectations are common, and managers will need to know the reasoning behind them for employee education and enforcement.

Human Resources

Many managers deal with human resource issues every day. Although policies and procedures may cover some HR ground, managers who interview, hire, fire and discipline employees must undergo training in these areas, as well as basic employment law. Some employee issues are best referred directly to human resources, and the trainings should outline what a manager should and should not do when such issues arise.

Leadership and Supervisory

Effective managers must learn and develop supervisory, team-building and leadership skills. There are several management styles, and knowing when and how to use them is one of the keys to good management. Managers must also be leaders and supervisors, be educated in the subtle differences between them and how they affect employees and productivity.

Customer Service

Customer service training is not just for employees; managers must be trained in this capacity as well. Customer service training includes many basic elements of other trainings, such as conflict resolution, communication and problem-solving, but is geared toward customer-based issues rather than those of the company or employee. Managers will need to make customer-centric decisions when employees are unsure or unable to, within allowable limits set by company policy⁴.

7 Rising Trends in Employee Training and Development in 2016

1. Leadership Is the Second Most Important Concern for Organizations⁵

⁴ <http://smallbusiness.chron.com/types-management-training-employees-2027.html>

⁵ <https://www.yourerc.com/blog/post/7-rising-trends-in-employee-training-and-development-in-2016.aspx>

The 2016 Deloitte Human Capital Trends Report notes that 89% of executives “rated the need to strengthen, reengineer, and improve organizational leadership” as important or very important. In fact, according to this report, leadership is the second most important human capital trend for this year.

28% of respondents also reported weak leadership pipelines as an issue. It is important to develop leaders who are able to work collaboratively, self-assess, and work with more diverse teams.

2. United States Spending on Corporate Training Continues to Grow

This growth of corporate learning is also supported by the rise of spending on training. Forbes reported that US spending on corporate training has grown to over \$70 billion in the United States. This rapid growth can be attributed to multiple variables, including economic recovery and a skills gap.

A skills gap develops when there is an inconsistency between the amount of skilled workers and the amount of skilled workers an organization demands. Spending money on training and developing current employees is one way organizations are trying to offset the skills gap effect on their business.

Spending on corporate training has grown to over
\$70 billion in the U.S. and \$130 billion in the world.

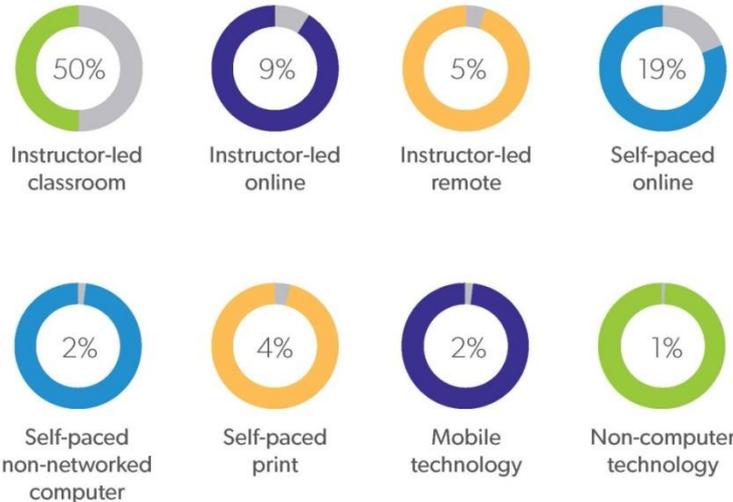
3. High-Performing Companies Spend More on Training

Although the spending does vary by industry, ATD’s State of the Industry Report stated that the average direct expenditure per employee per year is \$1,229. Forbes also reported that high-performing companies spend more. “Companies which fall into our ‘high-impact’ categories spend significantly more on training than average.” This shows that companies who spend more per employee than those who spend inconsistently are seeing the learning and development investment paying off.

According to a study published in the International Journal of Academic Research in Business and Social Sciences, organizations that train and develop their employees see improved profitability “while cultivating more positive attitudes toward profit orientation.” For the employees on an individual level, training and development improves expertise of their position, the company’s goals and the relationship between the two.

The State of the Industry Report also notes that businesses are providing employees with an average of 32.4 learning hours per year.

Average Percentage of Formal Learning Hours



4. Management and Leadership Remains Top Content Area Spending

Another report from Forbes notes that the top area of spending continues to be management and leadership. Spending on leadership development has been trending as the top area of spending for years and is projected to remain on the up.

The 2016 Deloitte Human Capital Trends Report states that executives and HR leaders are “focused on understanding and creating a shared culture, designing a work environment that engages people, and constructing a new model of leadership and career development.”

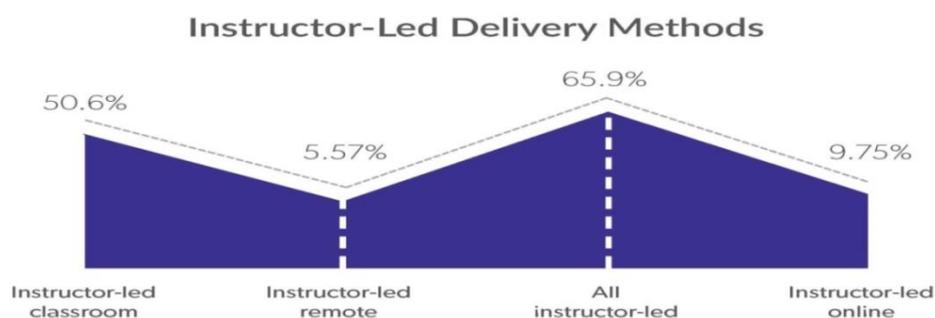
Training research shows that the number one area of spending is management and leadership (35%).

5. Instructor-Led Classroom Training Remains the Most Used Delivery Method

More than half of all issued training and learning hours continue to be instructor-led classroom training.

Live, instructor-led training has a long track-record of being effective and embraces in-depth interaction and discussion. An article published by ATD notes that “humans crave interaction, and tend to learn better in in-person environments.” “Another benefit ATD highlights is the affect behavior and body language has on the learning process of rich information and memorable experiences.”

Having a live instructor lead the classroom supports an interactive environment that allows a personal element in which responses, connections, and reactions are prevalent.



6. Managerial and Supervisory Is the Most Sought-After Learning Content Area

The State of the Industry Report found that the top 5 areas of learning content are as follows:

- Managerial and Supervisory
- Profession or Industry Specific
- Mandatory or Compliance
- Processes, Procedures, and Business Practices
- New Employee Orientation

In addition to being the top content area of training spending, managerial and supervisory training continues to be the most sought after area of learning content. The demand of managerial and supervisory training is likely due to a variety of factors, such as the generational shift of the workforce.

The 2016 Deloitte Human Capital Trends Report also states that “the traditional pyramid-shaped leadership development model is simply not producing leaders fast enough to keep up with the demands of business and the pace of change.” Managerial and supervisory training helps organizations develop their current and future leaders in the areas of communication, conflict management, employee performance, employment law, problem solving, decision making, etc.⁶

⁶ <https://www.yourerc.com/blog/post/7-rising-trends-in-employee-training-and-development-in-2016.aspx>

Average Percentage of Learning Content by Content Area

Managerial and Supervisory		13.0%
Profession or Industry Specific		10.6%
Mandatory and Compliance		10.3%
Processes, Procedures, and Practices		9.4%
New Employee Orientation		8.1%
Sales		7.6%
Interpersonal Skills		7.3%
Executive Development		6.9%
Information Technology and Systems		6.7%
Customer Service		6.5%
Product Knowledge		6.5%
Basic Skills		5.5%

7. Millennials Are Influencing the Rise of Leadership Training

Managerial and supervisory training is predicted to continue to hold its #1 spot of sought-after learning content due to the generation shift in the workforce.

Bersin notes that “as Millennials take on more responsibility, companies need to build leadership skills at all levels.”

Millennials want to take on more responsibility but are aware they are lacking the leadership skills needed to be successful in a supervisory or managerial role.

In a Bersin by Deloitte study of millennial leaders, 30% of respondents still do not feel ready to be in their leadership role. They cited “managing difficult people or situations, lack of experience, and dealing with conflicts” as their top concerns and reasons behind their lack of preparedness. Leadership training is a key component in keeping and retaining talented millennial leaders.

Future projections

Employment of training and development managers is projected **to grow 7 percent from 2014 to 2024, about as fast as the average for all occupations**⁷. In many occupations, employees are required to take continuing education and skill development courses throughout their careers, creating demand for workers who develop and provide training materials.

Innovations in training methods and learning technology are expected to continue throughout the next decade, particularly for organizations with remote workers. Organizations increasingly use social media, visual simulations, mobile learning, and social networks in their training programs. As social media and collaborative learning become more common, training and development managers will need to modify training programs, allocate budgets, and integrate these features into training programs and curricula.

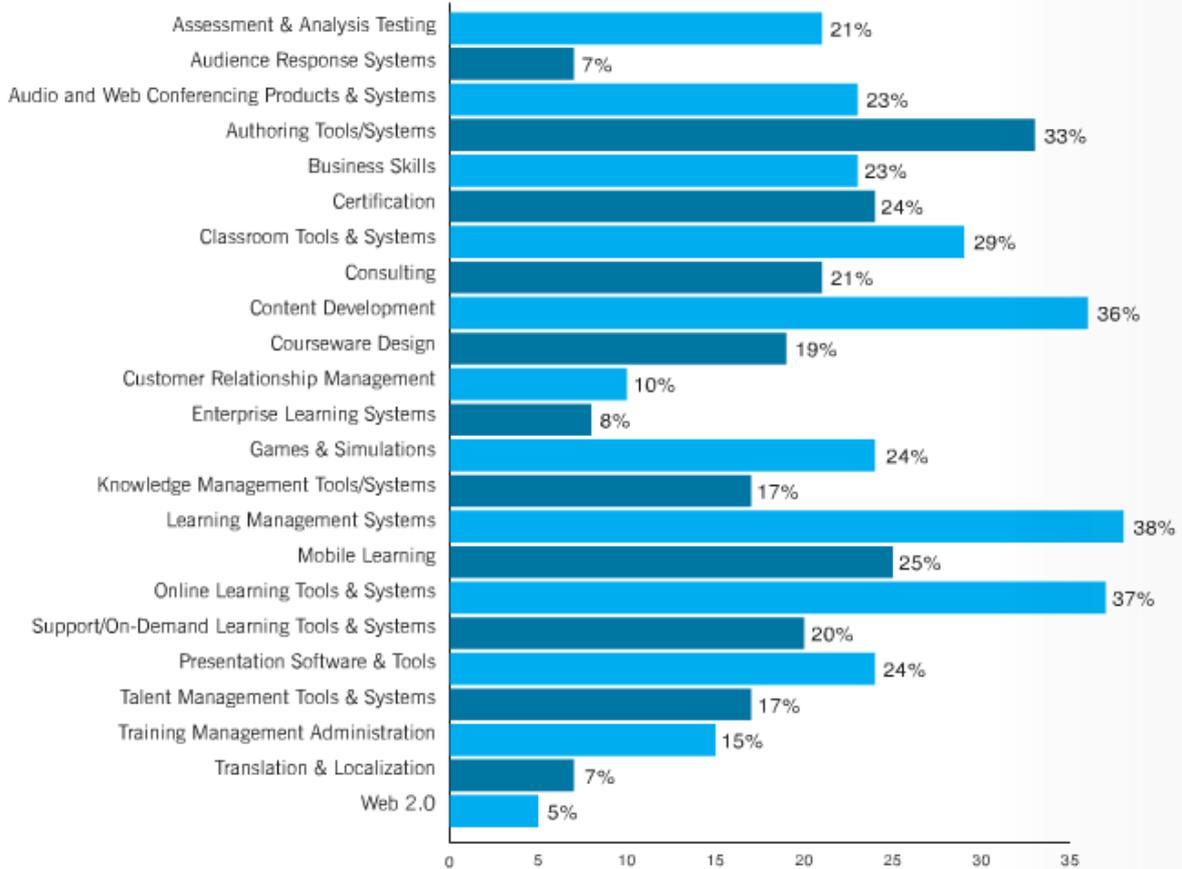
In addition, as companies seek to reduce costs, training and development managers may be required to structure programs to enlist available experts, take advantage of existing resources, and facilitate positive relationships among staff. Training and development managers may use informal collaborative learning and social media to engage and train employees in the most cost effective way.

Here are results of survey conducted by *Training magazine*. Survey respondents: small companies 30 %, midsize 41%, large companies 29%⁸

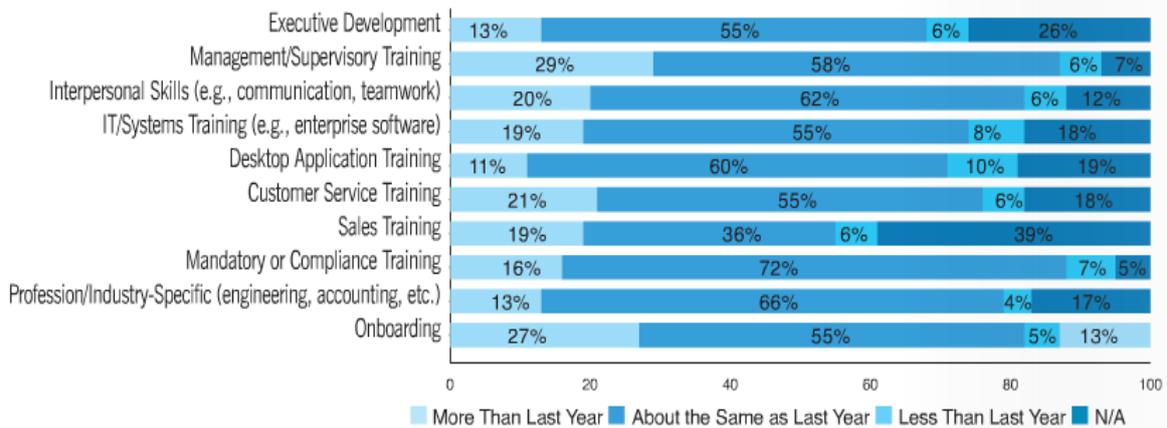
⁷ <http://www.bls.gov/ooh/management/training-and-development-managers.htm#tab-6>

⁸ <http://pubs.royle.com/publication/?i=278428&p=22>

Types of Training Products and Services Intended to Purchase Next Year



Projected Funding for Learning Areas Next Year



Consumers

Data and trends



The U.S. Bureau of Labor Statistics found that employers with fewer than 100 employees provided only 0.8 hour – that’s only 12 minutes of manager training per six month period. And organizations with 100-500 employees provided only 0.9 hour (6 minutes) of training for the same time span.

Further, a survey by Progressive Business Publications shows that only 52% of companies trained their managers once a year or less. This lack of training is reflected in the Conference Board Report which found that less than 1/3 of all supervisors or managers were perceived to be strong leaders – which means that over 2/3 of them are perceived as being weak leaders. And as Kelly Riggs says in 1-on-1 Management, having only “one-in-three effective managers will get you broke in a hurry.” The same report found that 2/3 of employees are not motivated to drive their employer’s business goals, leaving a quarter who are simply showing up to collect a check. Obviously, a lack of managerial leadership has a direct correlation to high turnover and low productivity.



A long-term research project commissioned by **Middlesex University for Work Based Learning** found that from a 4,300 workers sample, 74% felt that they weren't achieving their full potential at work due to lack of development opportunities.



U.S. Bureau of Labor Statistics noted that 2.1 million people quit their job in March 2012, making the number of those who quit higher than those who were laid off or discharged. And who leaves? The top talent.

They simply have more options and are usually in demand, even in a slow market. So, if you want to keep your “A” players, you must develop effective leaders. Period. If you are now convinced of the importance of training managers, the next step is to make some decisions about your potential training program. For example, in what areas should managers be trained? What kind of training is most effective for your group? Should you develop an in-house program? How do you make sure the learning sticks long after the training has ended? These are just a few of the questions that have to be answered in order to give you effective, long-lasting results.

As many as 1 in 3 people leave their organization within the first year, either voluntarily or involuntarily. An incredible 22% of staff turnover happens within the first 6 weeks of employment.

Also, according to **Gallup’s 2014** research only 13 percent of all employees are “highly engaged,” and 26 percent are “actively disengaged.”

INCREASE LEARNING TRANSFER

ONLY **12%** of learners apply the skills from the training to their job.



7 out of 10 people say that training and development opportunities influence in their decision to stay with a company.

TAKE LEARNER NEEDS INTO CONSIDERATION

Managers believe that their programs meet their learner's needs.

38%

MAKE WORKPLACE TRAINING MORE FUN

1 out of every 3 employees say that uninspiring content is a barrier to their learning.



62%

Believe they are NOT doing a good job meeting the learner's needs.



INEFFECTIVE TRAINING COSTS MONEY

The total loss to a business from ineffective training
It's staggering:

\$13.5M PER YEAR

per 1,000 employees

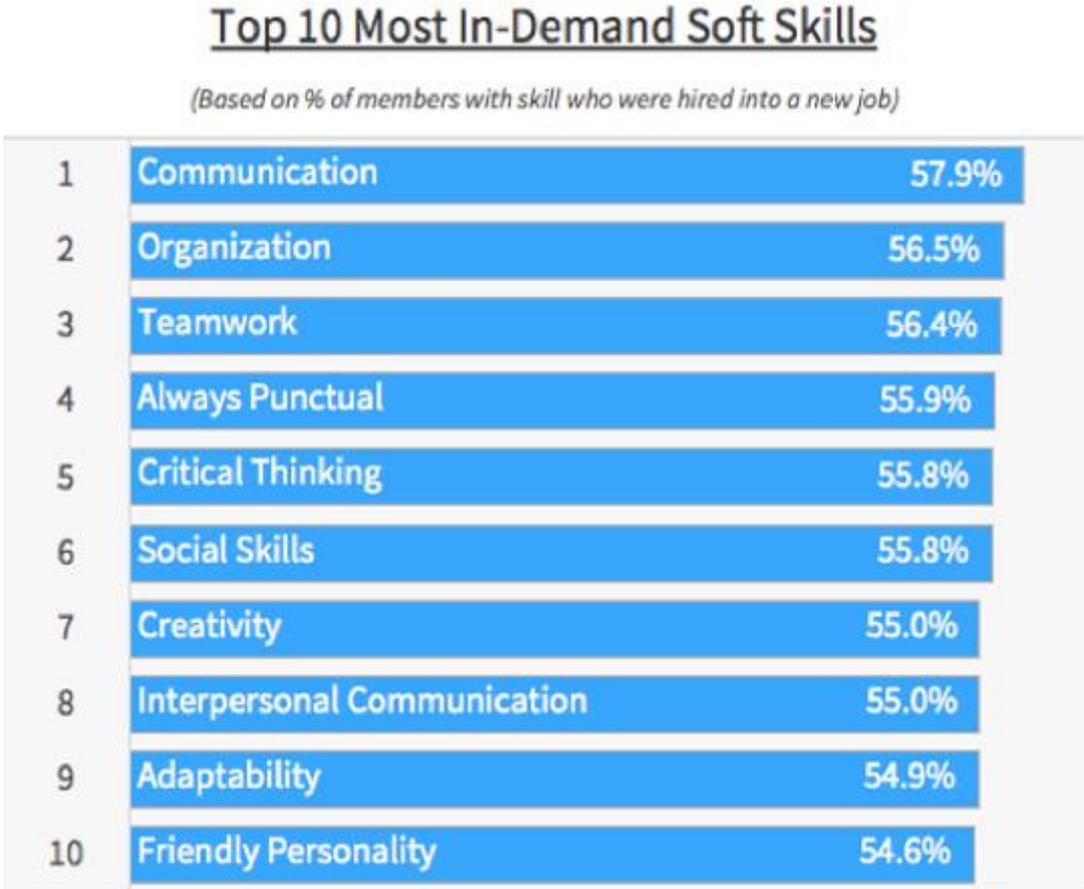
Source: <http://info.shiftelearning.com/blog/statistics-on-corporate-training-and-what-they-mean-for-your-companys-future>

Skills currently in demand

The soft skills employers want the most

We analyzed the soft skills listed on the profiles of members who **job-hopped** (defined as a member changing their employer on their LinkedIn profile) between June 2014 and June 2015 to identify the most sought-after soft skills among employers.

These are the ones that topped the list:



Source: <https://business.linkedin.com/talent-solutions/blog/trends-and-research/2016/most-indemand-soft-skills#>

Managers expectations



People change jobs: average tenure at work is <4 years

Part time and contingent: "Uberization of Work:"

- 55 Million people (32%) in the US work part-time, contingent, or as contractors

Skilled workers in high demand:

- 30% of Tech workers believe they could get a better job within 60 days if they looked (Dice)

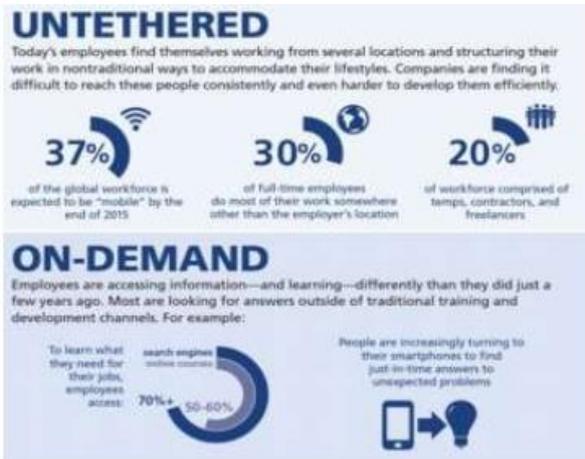
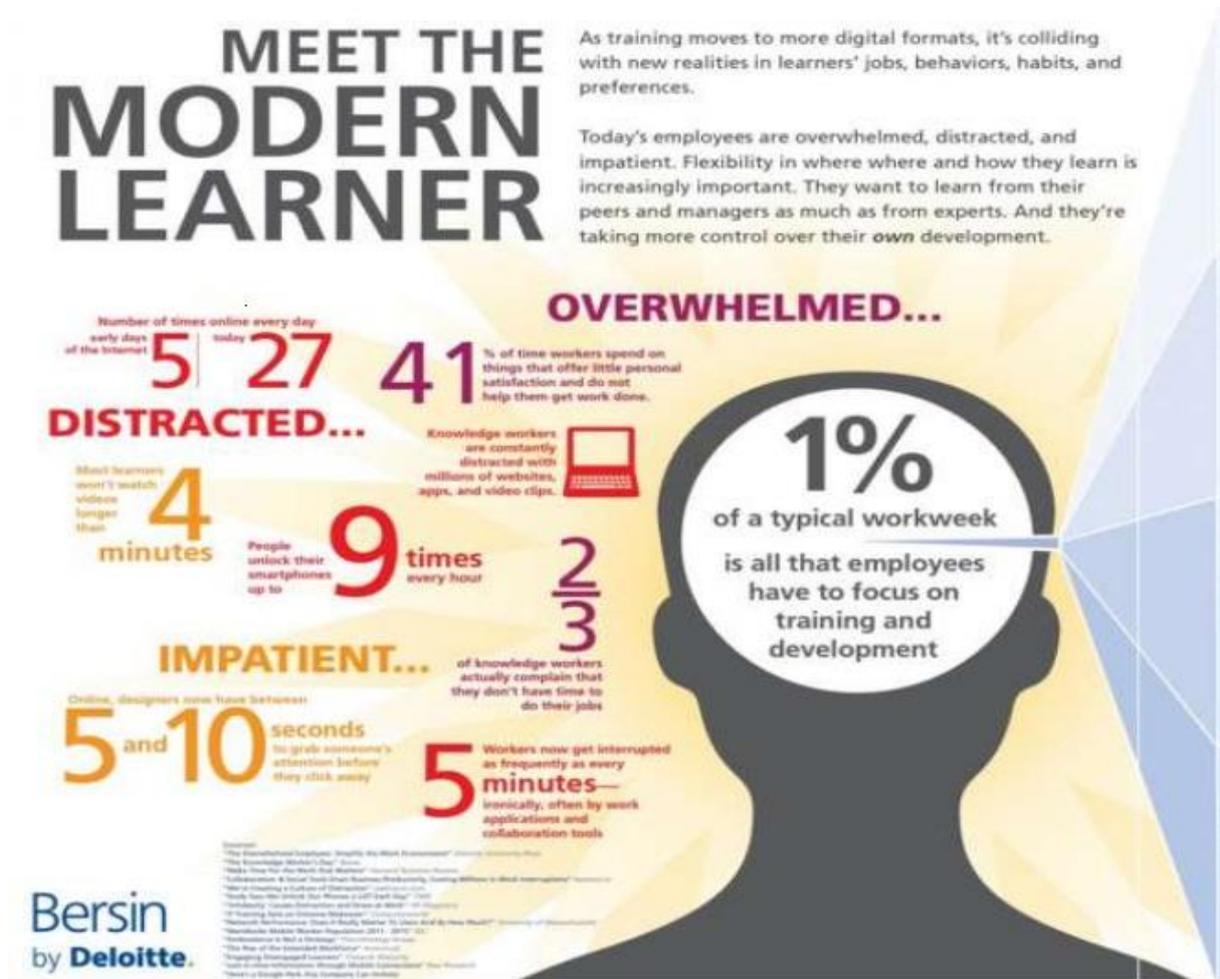
This means:

- Without a facilitated talent mobility strategy good people will likely leave
- Alumni networks, external mentoring, job rotation inside and outside the company are all important today

Source: [http://www.slideshare.net/jbersin/the-future-of-corporate-learning-2016/36-](http://www.slideshare.net/jbersin/the-future-of-corporate-learning-2016/36-Run_the_business_WIN_in)

Run_the_business_WIN_in

Customer profile



Source: <http://www.slideshare.net/jbersin/the-future-of-corporate-learning-2016/36->

Run_the_business_WIN_in

Demographics ⁹

1. Gender	
Male	82.5%
Female	17.5%

2. Education	
Some High School	0.7%
High School Diploma	5.0%
Some College, no degree	20.6%
A two year college degree	15.6%
A four year college/university degree	34.3%
A four year college/university degree plus some graduate work	10.6%
Master's Degree	12.1%
A Doctorate Degree	0.5%
Other	0.5%

3. Job Title	
Business Owner/CEO	2.2%
Vice President, Sales or Marketing	4.5%
Director, Sales or Marketing	7.5%
General Manager	3.0%
National Sales or Marketing Manager	2.5%
International Sales or Marketing Manager	0.5%
District/Area/Regional Manager	9.3%
Product or Marketing Manager	5.0%
Group or Corporate Manager	2.8%
Salesperson	54.7%
Other	8.0%

⁹ General demographic information about individuals certified by SMEI

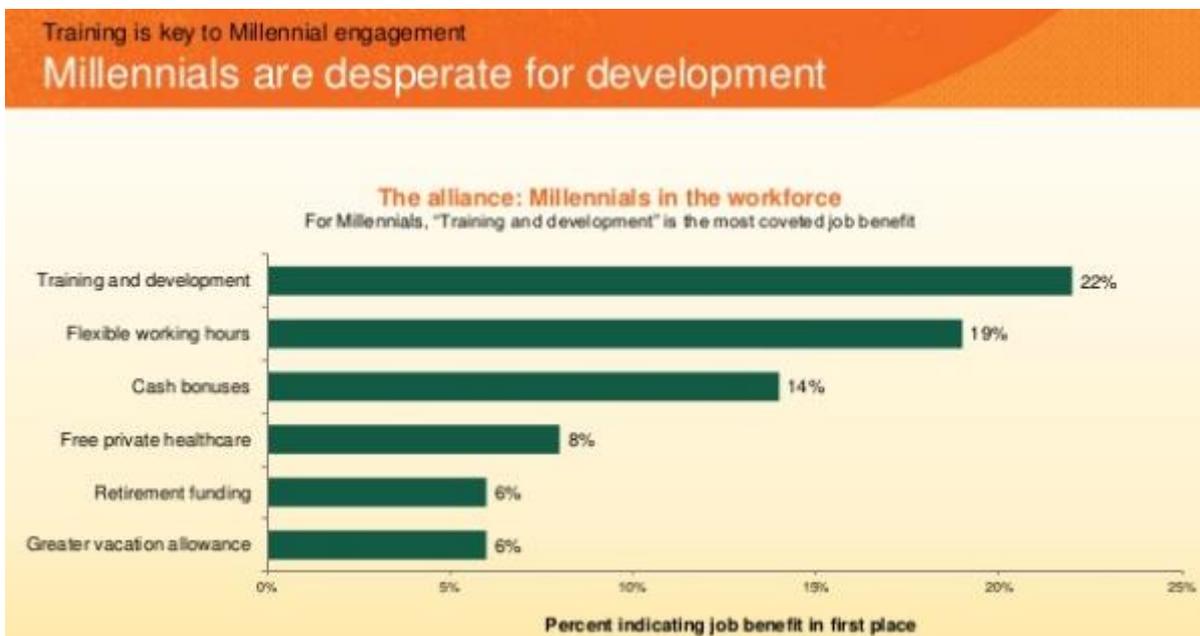
4. Estimated Annual Gross Sales of Overall Corporation (\$)	
< 100,000	6.1%
100,000 - 249,000	1.8%
250,000 - 499,999	0.9%
500,000 - 999,999	1.3%
1,000,000 - 4,999,999	3.7%
5,000,000 - 9,999,999	3.6%
10,000,000 - 49,999,999	25.0%
50,000,000 - 99,999,999	27.1%
100,000,000 - 499,999,999	7.6%
500,000,000 or more	15.2%
Do not know	7.6%

5. Number of Employees in Overall Corporation	
1-10	3.9%
11-50	10.1%
51-100	30.8%
101-500	33.6%
501-1,000	2.2%
1,001-5,000	7.6%
5,001-10,000	6.3%
10,001-25,000	1.2%
25,001-50,000	0.5%
More than 50,000	0.8%
Don't Know	2.9%

6. Geographic Location	
North America	85.9%
Central America/Caribbean	11.6%
South America	0.0%
Europe	0.4%
Asia	0.1%
Africa	0.0%
Middle East/India	0.8%
Australia/New Zealand	1.1%
Pacific Islands	0.1%

Source: <https://www.smei.org/?367>

Millennials



Pain points

Here are some key pain points:

The Waste

- Fact 1** A lot of money is being spent
Worldwide companies spend **\$130 billion** on corporate training.
- Fact 2** Not much happens as a result of that "investment"
Only **25%** of training programs measurably improve business performance.
- Fact 3** We aren't built for lecture
Humans forget **40%** of what they've learned after 20 minutes and **64%** after just 9 hours.
- Fact 4** L&D is not a good messenger
Only **5%** of respondents reported that they are influenced by a learning & development department in order to access online learning materials.
- Fact 5** Terrible, painful design
1 out of 3 employees say that "uninspiring content" is a barrier to learning.

Effective techniques

The Most Effective Training Techniques¹⁰

There are numerous methods and materials with the most effective training techniques available to help you prepare and equip employees to better do their jobs. Indeed, with so many choices out there, it can be daunting to determine which methods to use and when to use them.

And using several methods for each training session may actually be the most effective way to help employees learn and retain information.

The Choices

Even with the many technological advances in the training industry, traditional formats remain viable and effective.

Classroom or Instructor-Led Training

Instructor-led training remains one of the most popular training techniques for trainers. There are many types including:

- **Blackboard or whiteboard.** This may be the most “old-fashioned” method, but it can still be effective, especially if you invite trainees to write on the board or ask for feedback that you write on the board.
- **Overhead projector.** This method is increasingly being replaced with PowerPoint presentations, which are less manually demanding, but overheads do allow you to write on them and customize presentations easily on the spot.
- **Video portion.** Lectures can be broken up with video portions that explain sections of the training topic or that present case studies for discussion.
- **PowerPoint® presentation.** Presentation software is used to create customized group training sessions that are led by an instructor. Training materials are provided on CDROM and displayed on a large screen for any number of trainees. Employees can also use the programs individually, which allows for easy make-up sessions for

¹⁰ <http://trainingtoday.blr.com/article/most-effective-training-techniques>

employees who miss the group session. This method is one of the most popular lecture methods and can be combined with handouts and other interactive methods.

- **Storytelling.** Stories can be used as examples of right and wrong ways to perform skills with the outcome of each way described. This method is most effective with debriefing questions, such as:
 - How does this story relate to training?
 - How did the main character's choices make you feel?
 - What assumptions did you make throughout the story? Were they correct?
 - What would you have done differently?

This technique makes communication easier since it is nonthreatening with no one right answer. It is cost effective, especially if trainers have their own stories to tell. Stories can also make sessions more personal if they involve people trainees know. You can also find many training stories online.

Advantages

- Instructor-led classroom training is an efficient method for presenting a large body of material to large or small groups of employees.
- It is a personal, face-to-face type of training as opposed to computer-based training and other methods we will discuss later.
- It ensures that everyone gets the same information at the same time.
- It is cost-effective, especially when not outsourced to guest speakers.
- Storytelling grabs people's attention.

Disadvantages

- Sometimes it is not interactive.
- Too much of the success of the training depends on the effectiveness of the lecturer.
- Scheduling classroom sessions for large numbers of trainees can be difficult—especially when trainees are at multiple locations.
- You can use lectures effectively by making sure your audience is engaged throughout the session. Here are several ways to achieve this:
 - Train your trainers in the art and science of public speaking.
 - Give your trainers the materials they need.
 - Use with interactive methods.

Interactive Methods

There are many ways that you can break up training sessions and keep trainees attentive and involved, including:

- **Quizzes.** For long, complicated training, stop periodically to administer brief quizzes on information presented to that point. You can also begin sessions with a prequiz and let participants know there will also be a follow-up quiz. Trainees will stay engaged in order to improve their prequiz scores on the final quiz. Further motivate participants by offering awards to the highest scorers or the most improved scores.
- **Small group discussions.** Break the participants down into small groups and give them case studies or work situations to discuss or solve. This is a good way for knowledgeable veteran employees to pass on their experience to newer employees.
- **Case studies.** Adults tend to bring a problem-oriented way of thinking to workplace training. Case studies are an excellent way to capitalize on this type of adult learning. By analyzing real job-related situations, employees can learn how to handle similar situations. They can also see how various elements of a job work together to create problems as well as solutions.
- **Active summaries.** Create small groups and have them choose a leader. Ask them to summarize the lecture's major points and have each team leader present the summaries to the class. Read aloud a prewritten summary and compare this with participants' impressions.
- **Q & A sessions.** Informal question-and-answer sessions are most effective with small groups and for updating skills rather than teaching new skills. For example, some changes in departmental procedure might easily be handled by a short explanation by the supervisor, followed by a question-and-answer period and a discussion period.
- **Question cards.** During the lecture, ask participants to write questions on the subject matter. Collect them and conduct a quiz/review session.
- **Role-playing.** By assuming roles and acting out situations that might occur in the workplace, employees learn how to handle various situations before they face them on the job. Role-playing is an excellent training technique for many interpersonal skills, such as customer service, interviewing, and supervising.

- **Participant control.** Create a subject menu of what will be covered. Ask participants to review it and pick items they want to know more about. Call on a participant to identify his or her choice. Cover that topic and move on to the next participant.
- **Demonstrations.** Whenever possible, bring tools or equipment that are part of the training topic and demonstrate the steps being taught or the processes being adopted.

Other activities.

- Create a personal action plan
- Raise arguments to issues in the lecture
- Paraphrase important or complex points in the lecture

Advantages

- Interactive sessions keep trainees engaged in the training, which makes them more receptive to the new information.
- They make training more fun and enjoyable.
- They provide ways for veteran employees to pass on knowledge and experience to newer employees.
- They can provide in-session feedback to trainers on how well trainees are learning.

Disadvantages

- Interactive sessions can take longer because activities, such as taking quizzes or breaking into small groups, are time-consuming.
- Some methods, such as participant control, can be less structured, and trainers will need to make sure that all necessary information is covered.

Hands-On Training

Experiential, or hands-on, training, offers several more effective techniques for teaching employees, including:

- **Cross-training.** This method allows employees to experience other jobs, which not only enhances employee skills but also gives companies the benefit of having employees who can perform more than one job. Cross-training also gives employees a

better appreciation of what co-workers do and how their own jobs fit in with the work of others to achieve company goals.

- **Demonstrations.** Demonstrations are attention-grabbers. They are an excellent way to teach employees to use new equipment or to teach the steps in a new process. They are also effective in teaching safety skills. Combined with the opportunity for questions and answers, this is a powerful, engaging form of training.
- **Coaching.** The goal of job coaching is to improve an employee's performance. Coaching focuses on the individual needs of an employee and is generally less formal than other kinds of training. There are usually no set training sessions. A manager, supervisor, or veteran employee serves as the coach. He or she gets together with the employee being coached when time allows and works with this employee to:
 - Answer questions
 - Suggest more effective strategies
 - Correct errors
 - Guide toward goals
 - Give support and encouragement
 - Provide knowledgeable feedback
- **Apprenticeships.** Apprenticeships give employers the opportunity to shape inexperienced workers to fit existing and future jobs. These programs give young workers the opportunity to learn a trade or profession and earn a modest income. Apprenticeship combines supervised training on the job with classroom instruction in a formal, structured program that can last for a year or more.
- **Drills.** Drilling is a good way for employees to practice skills. Evacuation drills are effective when training emergency preparedness, for example.

Advantages

- Hands-on training methods are effective for training in new procedures and new equipment.
- They are immediately applicable to trainees' jobs.
- They allow trainers to immediately determine whether a trainee has learned the new skill or procedure.
- Disadvantages

- They are not good for large groups if you do not have enough equipment or machines for everyone to use.
- Personal coaching can be disruptive to the coach's productivity.
- Apprenticeship can be expensive for companies paying for employees who are being trained on the job and are not yet as productive as regular employees.

Computer-Based Training (CBT)

Computer-based training is becoming increasingly prevalent as technology becomes more widespread and easy to use. Though traditional forms of training are not likely to be replaced completely by technological solutions, they will most likely be enhanced by them. Human interaction will always remain a key component of workplace training.

Nonetheless, it is a good idea to look more closely at what training technologies have to offer and how they might be used to supplement existing training programs or used when developing new ones. Computer-based training formats vary from the simplest text-only programs to highly sophisticated multimedia programs to virtual reality. Consider the following types:

- **Text-only.** The simplest computer-based training programs offer self-paced training in a text-only format. These programs are similar to print-based, individualized training modules with the addition, in most cases, of interactive features. While simple in format, these programs can be highly effective and present complicated information and concepts in a comprehensible and easily accessible way.
- **CD-ROM.** A wide variety of off-the-shelf training programs covering a broad range of workplace topics are available on CD-ROM. Programs can also be created by training consultants for the specific needs of the particular organization or individual departments.
- **Multimedia.** These training materials are an advanced form of computer-based training. They are much more sophisticated than the original text-only programs. In addition to text, they provide stimulating graphics, audio, animation, and/or video. Multimedia tends to be more provocative and challenging and, therefore, more stimulating to the adult mind. Although costs are higher than text-only software, the

benefits in terms of employee learning may well be worth it. Multimedia training materials are typically found in DVD format.

- **Virtual reality.** Virtual reality is three-dimensional and interactive, immersing the trainee in a learning experience. Most virtual reality training programs take the form of simulation, which is a highly effective form of training. It is hands-on experience without the risks of actual performance. Flight simulators, for example, have been used successfully for years to train airline and military pilots in critical flying skills, as well as to prepare them for emergency situations in a safe and forgiving environment.

Advantages

- Computer-based training programs are easy to use.
- They can often be customized or custom designed.
- They are good for helping employees develop and practice new skills.
- They are useful for refresher training. They are applicable to self-directed learning.
- They can be cost-effective because the same equipment and program can be used by large numbers of employees.
- They are flexible because trainees can learn at their own pace and at a time that's convenient for them. Computer-based programs are available 24 hours a day, 7 days a week. No matter which shift an employee works, training is always available.
- Some programs are interactive, requiring trainees to answer questions, make choices, and experience the consequences of those choices. This interaction generally results in greater comprehension and retention.
- They are uniform, which makes it possible to standardize training.
- They are measurable. When computers are used for training, it is possible to track what each employee has learned right on the computer. Most programs have post-tests to determine whether the employee has understood the training. Test scores give trainers statistics for training evaluations.

Disadvantages

- These programs require trainees to be computer literate.
- They require trainees to have computer access.
- There is little or no interaction with a trainer; if trainees have questions, there's no one to ask.

- These programs are not effective at teaching “soft-skills,” such as customer service, sales, or sensitivity training.
- They are not the best choice for new or one-time training. Trainers need live interaction to ensure new skills or concepts are being communicated. Trainees need to be able to ask questions and receive feedback.
- Some poorly designed programs are “boring” and result in trainees having a poor retention rate of the material as well as a low finish rate.

Online or E-Learning

In addition to computer-based training, many companies with employees in a variety of locations across the country are relying on other technologies to deliver training. According to the ASTD “State of the Industry” report, companies are using a record level of e-learning, and ASTD predicts that number will continue to rise. This method is becoming more and more popular as access to the Web becomes more widely available. Some examples include:

- **Web-based training.** This method puts computer-based training modules onto the Web, which companies can then make available to their employees either on the company’s intranet or on a section of the vendor’s website that is set up for your company. There are many courses available on the Internet in many different topic areas. These courses provide a hands-on, interactive way for employees to work through training presentations that are similar to CD-ROM or PowerPoint, on their own. Training materials are standardized because all trainees will use the same program. Materials are also easy to update, so your training is always in step with your industry. Web-based training programs are also often linked with software (a learning management system, or LMS) that makes trainees’ progress trackable, which makes recordkeeping very easy for the training administrator.
- **Tele- or videoconferencing.** These methods allow the trainer to be in one location and trainees to be scattered in several locations. Participants are networked into the central location and can usually ask questions of the trainer via the telephone or by a webchat feature. Lectures and demonstrations can be effective using this method.
- **Audioconferencing.** This method is similar to videoconferencing but involves audio only. Participants dial in at the scheduled meeting time and hear speakers present their training. Question and answer sessions are frequently held at the end of sessions in which participants can email questions or call in and talk to a presenter.

- **Web meetings, or webinars.** This method contains audio and visual components. Participants dial in to receive live audio training and also follow visual material that appears on their computer screens. These presentations are similar to CD-ROM or PowerPoint presentations and sometimes offer minimal online interactivity. Q & A sessions may also be held at the end of sessions.
- **Online colleges and universities.** This method is also known as distance learning, and many schools now offer certificates or degrees through online programs that require only minimal on-campus residency.
- **Collaborative document preparation.** This method requires participants to be linked on the same network. It can be used with coaches and trainees to teach writing reports and technical documents.
- **E-mail.** You can use e-mail to promote or enhance training. Send reminders for upcoming training. Solicit follow-up questions for trainers and/or managers. Conduct training evaluations through e-mail forms.

Advantages

- Online or e-learning programs are effective for training across multiple locations.
- They save the company money on travel expenses.
- They can be a less expensive way to get training from expert industry professionals and consultants from outside the company.
- They are useful for refresher training.
- They are good for self-directed learning.
- They can be easy to update with new company policies or procedures, federal regulations, and compliance issues.
- They offer trainers a growing array of choices for matching training programs to employee knowledge and skill levels.

Disadvantages

- These programs require trainees to be computer literate.
- They are usually generic and not customized to your company's needs.
- Some employees may not like the impersonal nature of this training.

- Employees may be too intimidated by the technology or the remoteness of the trainer to ask questions.
- Lack of computer terminals or insufficient online time may restrict or preclude access to training.
- Inadequate or outdated hardware devices (e.g., sound cards, graphics accelerators, and local area networks) can cause programs to malfunction.
- Your company's Internet servers may not have enough bandwidth to receive the materials.
- Self-instruction offers limited opportunities to receive context-specific expert advice or timely response to questions

How to Use a Blended Learning Approach

Blended learning is a commonsense concept that results in great learning success. The blended learning approach is simply acknowledging that one size doesn't fit all when it comes to training. In a nutshell, blended learning means using more than one training method to train on one subject. Here are several good reasons to use a blended learning approach:

A University of Tennessee study showed that a blended learning program reduced both the time and the cost of training by more than 50 percent.

The same study showed a 10 percent improved result in learning outcomes compared with traditional training.

Learning experts believe that a big advantage of blended learning is that it more closely replicates how people actually learn on the job, through experience and interaction with co-workers.

This approach works well because the variety of approaches keeps trainers and trainees engaged in training. Blended learning simply makes a lot of sense. Consider the many factors that affect training:

- Subject matter
- Audience make-up
- Types of learners

- Budget considerations
- Space constraints
- Compliance issues

Any or all of these considerations affect your choices for training and may even necessitate that you use a blended learning approach. Chances are you already use this method perhaps without even realizing it. Have you ever:

- Used a PowerPoint training session and incorporated written quizzes, small group discussions, and role plays at various points in the training?
- Broken a complex subject into parts and used a different training method to teach each section or step?
- Used a live trainer with hands-on demonstrations for initial training and a CD-ROM or online course for refresher training?

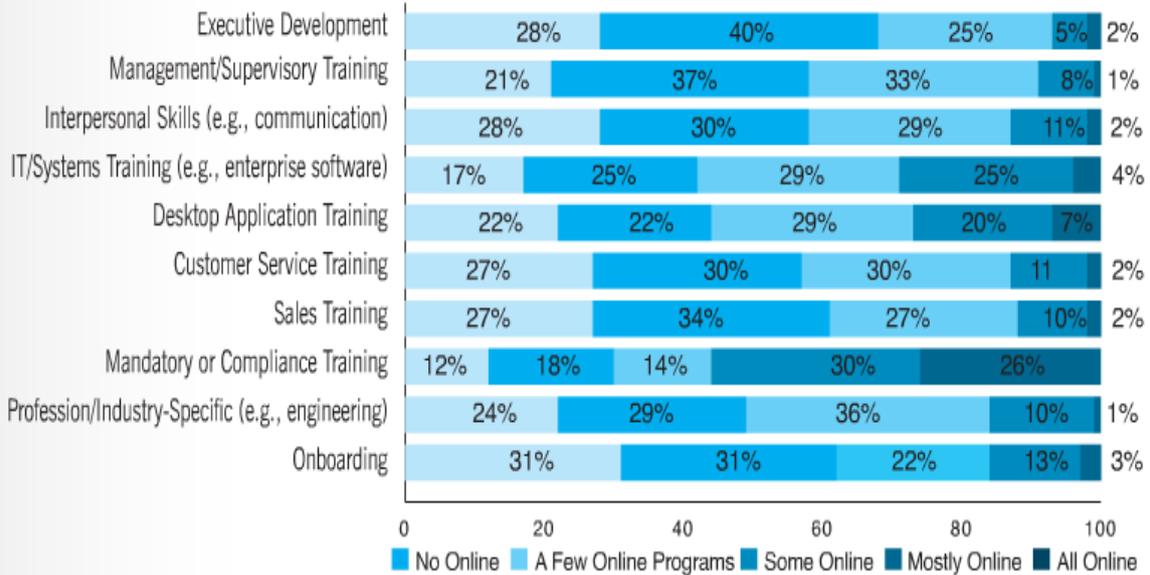
If you have done any of the above methods, you are already using a blended learning approach. Here's how to plan a blended learning training program.

Once you've identified training needs, answer these questions about each situation:

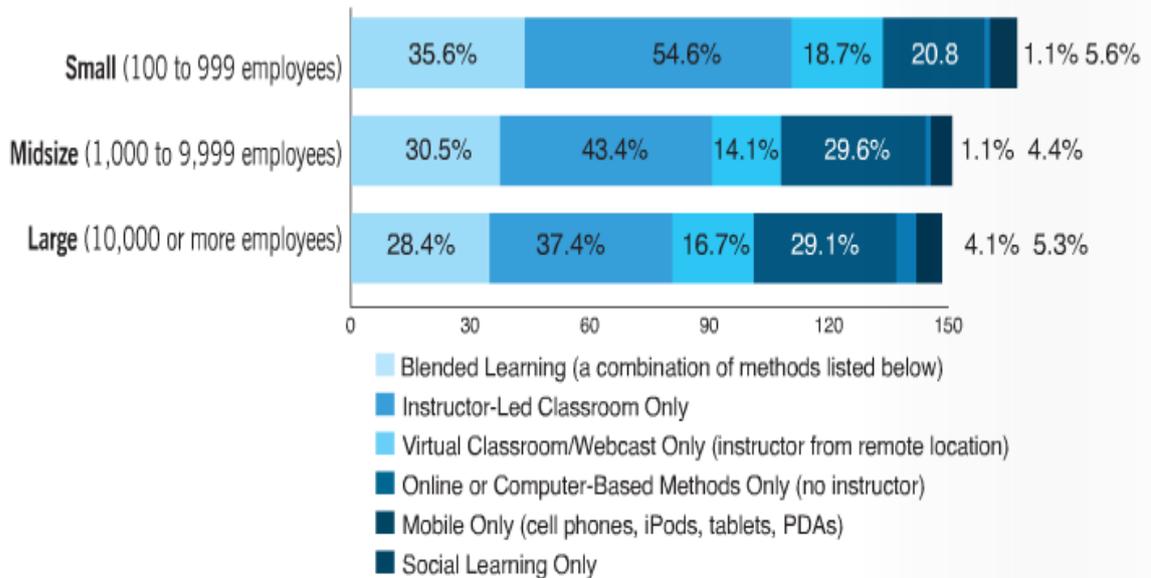
- What are the training conditions?
- Do you have a classroom? How many people will it hold?
- How many computers do you have access to?
- What resources are available?
- What are the characteristics of the training content? Is it soft or hard?
- Who is your target audience?
- What are its demographics?
- How many languages do you need to accommodate? Which ones?
- How many employees need this training?
- How quickly do you need to accomplish this training?

Your answers will direct you to the optimal delivery method. However time consuming this process may seem, blended learning offers trainees a well-planned session that is custom-designed for them, the subject, and the learning environment. In the long run, blended learning saves time and money since this training process is an efficient use of resources to help employees develop sufficient levels of knowledge retention.

Online Method Use for Types of Training



Training Delivery Methods by Company Size 2015



Traditional



Microlearning

Microlearning is a new kind of training for the digital age. It solves unique challenges facing educators and trainers such as dwindling attention spans, knowledge workers with less time, companies' shrinking budgets, and rapid technological turnover causing lessons to expire faster than they're produced.¹¹

ATTENTION SPANS ARE SHRINKING

Prior to the 1960s, **movie shots** held viewers' attention upwards of

20 SECONDS

Now it's less than

2-3 SECONDS



In 2013, older adults (aged 50-64) upped **daily consumption of online video** from

11 MIN. ▶ 19 MIN.

By **2015** we'll be consuming more than

15 HOURS OF MEDIA

PER DAY

15:00



51%

of Millennials prefer **video** to text



2000 ATTENTION SPAN

12 SECONDS



2013 ATTENTION SPAN

8 SECONDS



GOLDFISH ATTENTION SPAN

9 SECONDS

¹¹ <http://www.elearningguild.com/publications/?id=56>

Microlearning beats traditional training in a variety of ways



Microlearning in **3-7 minute chunks** matches the brain's working memory and attention span



Bite size microlearning yields an average of **4-5 learned items** taken from a series



Microlearning can cut development costs by **50%** while increasing the speed of development by **300%**

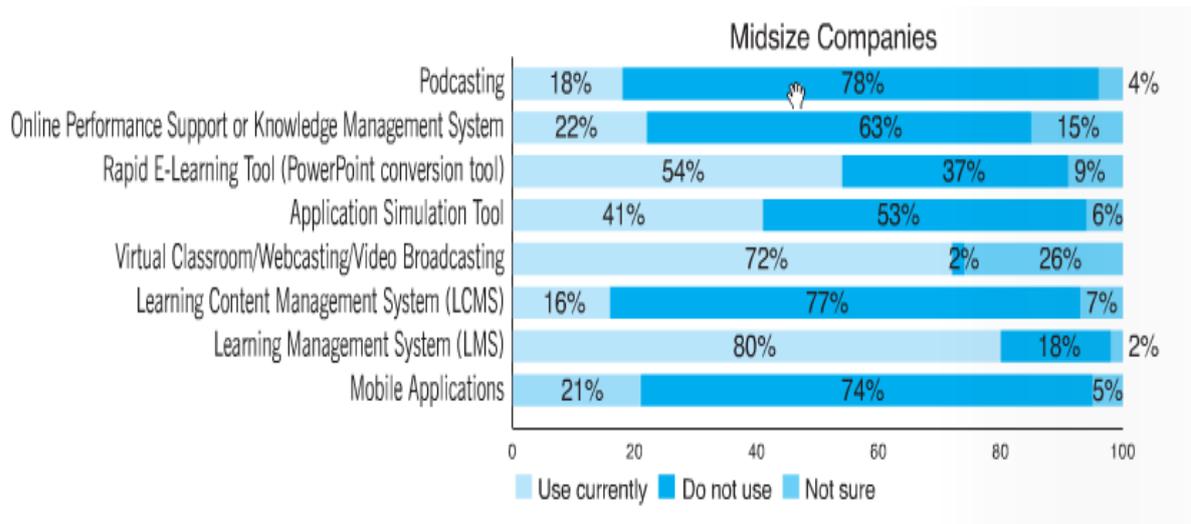
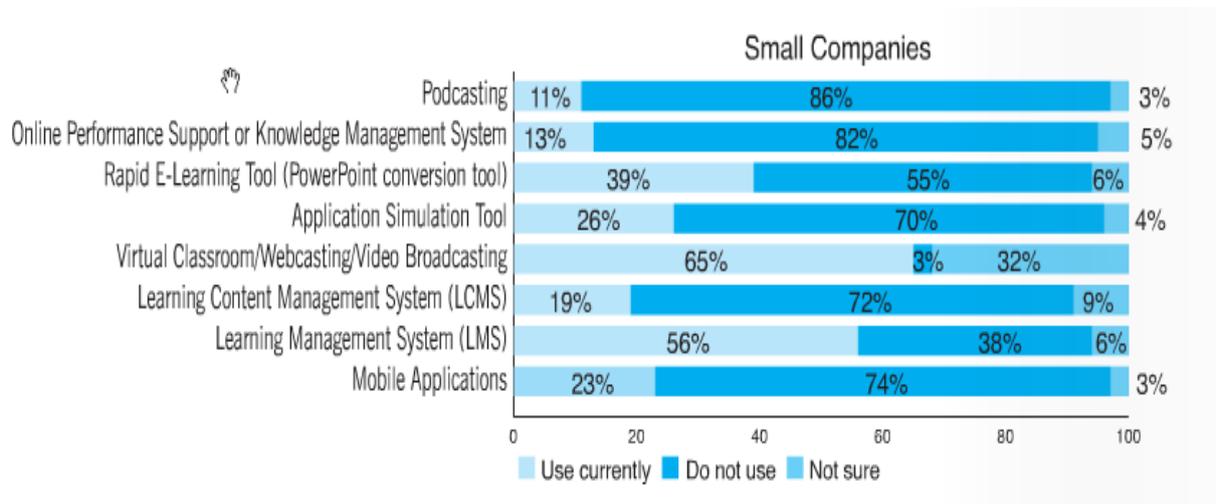


Over **1.2 billion** learners have access to smart devices and expect to use them

	TRADITIONAL	MICROLEARNING
 CONTENT	Costly, structured, trainer-driven	Cost-effective, flexible, learner-driven
	Boring, text-based	Games, audio/visual , graphics 
	All content is same priority	"Must Learn" and "Learn on Need"
	Single-use	Reusable, Shareable 
	Segments = 60-90 minutes	Segments = 1-3 minutes
 DELIVERY	Long slides, lectures	Small, short lessons 
	Paper-based, PDE HTML	Mobile , web, shared content 
	Yearly, quarterly, never-ends	Minimal infrastructure /upkeep
	Group learns at same pace	Self-paced, self-directed , individual choice/path
	At one time	When you need it 
	Prior to work, or interrupting work	During work, in the moment , or on own time

Source: <http://www.slideshare.net/GoGrovo/grovo-microlearning-infographic>

Learning Technologies Current Usage



Competitors

Skillsoft



<http://www.skillsoft.com/>

Offering

 Business & Leadership Skills	 Digital Skills	 IT Skills & Certification	 Compliance
Including leadership development, business acumen, building teams and relationships, self-management and effective communications.	Including Windows and iOS, MS Office applications, Social Media and various devices such as tablets and smartphones.	Including security, cloud computing, software development, networking and project management.	Including conduct & ethics training, risk mitigation, legal compliance, workplace health and safety.

Content Delivery platform

The modern cloud-based content delivery platform that provides an unparalleled learning experience. Skillport quickly delivers highly targeted learning—when and where people want to learn.

Skillport Delivers:

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- ✓ Analytics, reporting, measurement.
- ✓ Extensive search and discovery.
- ✓ Personalized learning recommendations, featured topics and curated learning plans.
- ✓ Social and collaborative learning to connect learners across your organization.
- ✓ Mobile access through Skillsoft Learning App.
- ✓ Delivers a full complement of learning options and administration features.

Skillsoft Learning App

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Expanded device support allows employees to access learning content on iOS and Android smartphones and tablets.



On-Device Alerts

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Webinars

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Online training

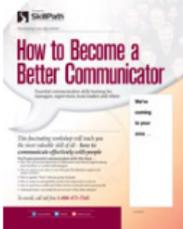
With SkillPath on-line training, high-demand business and software skills are as close as your computer keyboard. You decide when and where, and we do the rest! You'll love the flexibility—and the results.

What sets us apart from other on-line training? The top-shelf, on-target approach we provide to maximize your learning experience. No more boring PowerPoint® presentations. SkillPath on-line training is HD-quality video with only the best, most up-to-date content presented in a warm, straightforward delivery style by our dynamic and engaging trainers. You can see and feel the passion and expertise they possess for their topics. Our videos take the “chore” out of learning and make it easy and enjoyable.

Costs

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2015 Top 20 Leadership Training Companies

Source: <https://www.trainingindustry.com/leadership/top-companies-listings/2015/2015-top-20-leadership-training-companies.aspx>