

THE BENEFITS OF TRAINING PROGRAMS

EXPLORING POSSIBILITIES FOR
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THE GLOBAL TRAINING CONTEXT

Training can be specifically defined as the systematic modes of instruction that produce environments to shape behaviors that satisfy objectives. A well designed and executed training program ensures the acquisition of skills, rules, concepts, or attitudes that result in improved performance. Effective training stems from the creation of an optimal atmosphere that is conducive to learning. The need for a well-designed training system is of paramount importance.

Members of the American Society for Training and Development were surveyed by Pinto and Walker (1978) to determine the most significant areas of work for training practitioners. Based on 3000 responses, the results indicated that program design and development was the most important part of executing successful training. These results still hold in today's dynamic organizations. Recent data indicate that most training investments go to high-level professional and technical skills, and management development. The Human Performance Practices Survey (HPPS) revealed that employers in the United States spend \$55 billion dollars in formal training (Bassi & Van Buren, 1998). Investments lead to long-term benefits in the form of organizational efficiency.

THE NEED FOR TRAINING IN OUR EVER-CHANGING GLOBAL WORLD

Training individual employees can allow their personal goals to be aligned with those of their Company. When this principle gets organizational support, training is best utilized to meet:

Increasing Job Complexity: Training is required for the growing demand for increasing job specializations. Companies would like to bring in more technological and sophisticated systems for which there needs to be a dynamic learning environment for the purposes of retaining your best employees. Training would also increase the ability to customize your products for consumer demands.

Demographic Changes in the Workforce: Based on current workforce trends in the U.A.E. and governmental initiatives promoting 'Emiratization' policies, training has become a necessity. In order to make the local people self-sufficient with work knowledge and skills required to perform at high levels, training programs that enhance motivation and skill development in your Company need to be encouraged.

Shift to Service Orientation: There is a marked shift from selling products toward promoting services along with the products. These jobs are characterized by working with customers and clients rather than interacting with co-workers and physical things. People need to be trained on how to negotiate, manage their customer relationships, and to portray the goals of their Company to their clients.

Team Building: The formation of teams has been the result of more integrated work flows in Companies. Training is essential to heighten co-ordination efforts among team members. A team must understand how individual actions affect working toward a finalized product. Training ensures that team members have individual responsibility but yet must rely on one another to accomplish a finalized goal.