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Nota di contenuto	Contents; Acknowledgements; Introduction: a manifesto; The Complete Training Manifesto; Principle 1: People of all ages are efficient learning machines; Principle 2: The aim of workplace training is to enable people to do things differently and do different things; Principle 3: People are varied and one size and one approach will not fit everyone; Principle 4: Evidence-based techniques are more likely to work; Principle 5: Language matters; Principle 6: What gets measured gets done; Principle 7: The best training requires a coherent, joined-up approach; 01 Employee life cycles The new recruitThe new manager; The leader; The specialist; The retiree; 02 Complete Training tools: the starting point; Training needs analysis or TNA; Shared learning outcomes: getting better at the things which matter; Knowledge, skills and behaviours; Self-directed learning or pre-workshop activities; Life cycle tips; 03 Complete Training tools: workshops; The real costs of the training room; Developing skills; Efficiency and effectiveness; Presenting; Engagement and the A-ha! moment; Planning, planning and planning again; The process of unlearning; Life cycle tips 04 Complete Training tools: follow-up activities and on-the-job/informal learningBack to work: the line manager's role; Coaching and mentoring; Back to work: doing something different; Life cycle tips;

05 Can all the tools work together?; Technology-based blended learning; 70:20:10 - the much abused new orthodoxy; An experiential learning model; The curse of learning styles; Reflection - the lost art?; The line manager is key - again!; Life cycle tips; 06 Technology: what works and what doesn't; The most common and most abused technology - PowerPoint; E-learning - does it have to be so dull? Web 2.0: the hope and the hypeA new set of skills for new opportunities; Life cycle tips; 07 Knowledge management and performance management: mutually exclusive?; High performance teams; Achieve at all costs?; Building organizational memory; Situated learning and the corporate intranet; Quality circles and role models; The Knower's Arc; Towards wisdom management; Life cycle tips; 08 What gets measured gets done; Return on investment: quality vs cost saving; Measuring impact - control groups; Credit where it's due - but where's that?; Supporting the strategy; The performance director Life cycle tips09 Growing your own talent and succession planning; The role of higher education; Selecting the best; Grow your own; Manage the talent you already have; Beyond the greasy pole - the skills needed for the future; Externships; Collaboration and sharing - development which drives the organizational memory; Life cycle tips; 10 The strategy checklist; Notes and references; Introduction; Chapter 1; Chapter 2; Chapter 3; Chapter 4; Chapter 5; Chapter 6; Chapter 7; Chapter 8; Chapter 9; Chapter 10; Index

Sommario/riassunto

The training and development needs of any workforce vary dramatically between the generations and levels even so far as the style of communication needed to be effective. At the same time training budgets are tighter than ever before and training departments are increasing marginalised as informal learning in a cyber workplace grows. So how can you tackle the challenges of this environment effectively? Complete Training looks at the employee life cycle and posits a series of training challenges and opportunities relevant across each stage - from new hires to the eminence grise of the organisation
