Training & Development

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Structure

- Training and Development
- Definition of Enterprises
- Small Enterprises
- Medium Enterprises
- Large Enterprises

Employee Development

Employee development is a process of improving employees' existing competencies and skills and developing newer ones to support the organization's goals.

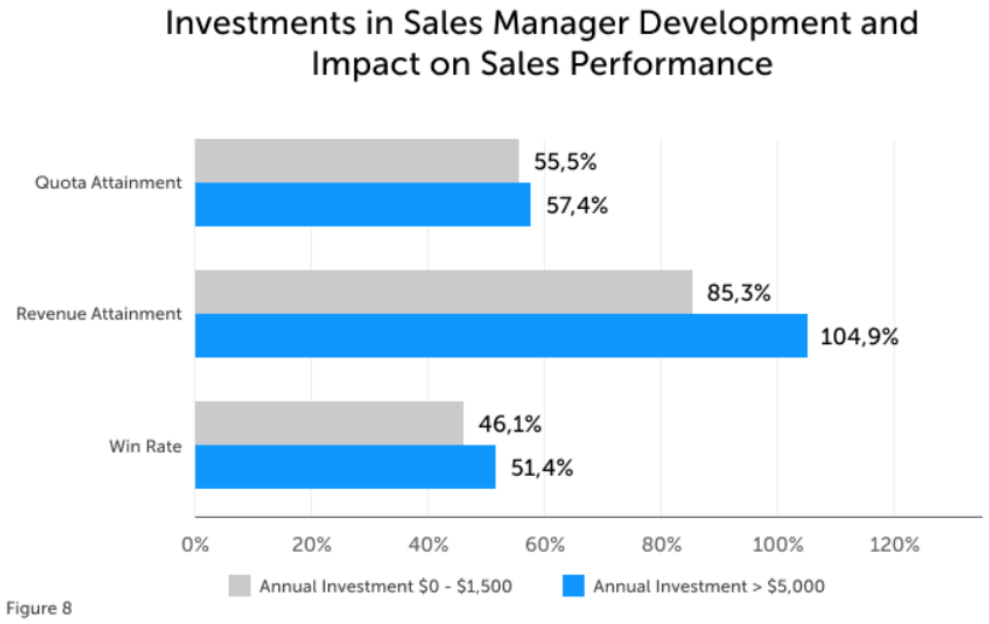


Figure 8

Overall benefits:

- Learning culture
- Save costs (outsourcing)
- Employees grow (talents)
- Flexibility to expand and innovate

Employee Training

Employee training is defined as a planned set of activities for imparting knowledge to employees

Benefits for the employee:

- Targeted qualification
- Skills that can be useful after one leaves the company
- Increased compensation
- New career possibilities
- Bridging educational gaps

Benefits for the employer:

- Increased productivity
- Transferable knowledge leads
- Fewer accidents in the workplace, lowering penalties and fines
- Easier implementation of new tools

Training Process

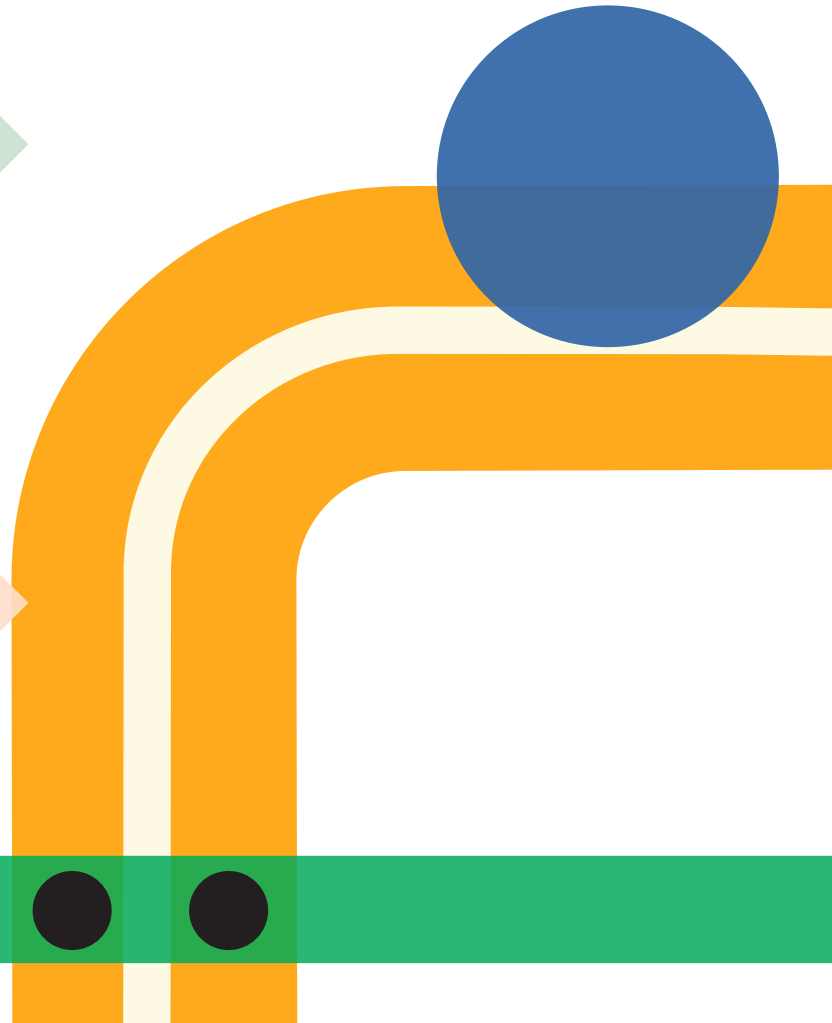
Training Methods

On-the-job

- Coaching
- eLearning
- Job Rotation
- Mentoring
- Blended Learning

Off-the-job

- Simulations
- Conferences
- Seminars
- Group Discussion
- Sensitivity Training



When is the best moment to launch employee development process?

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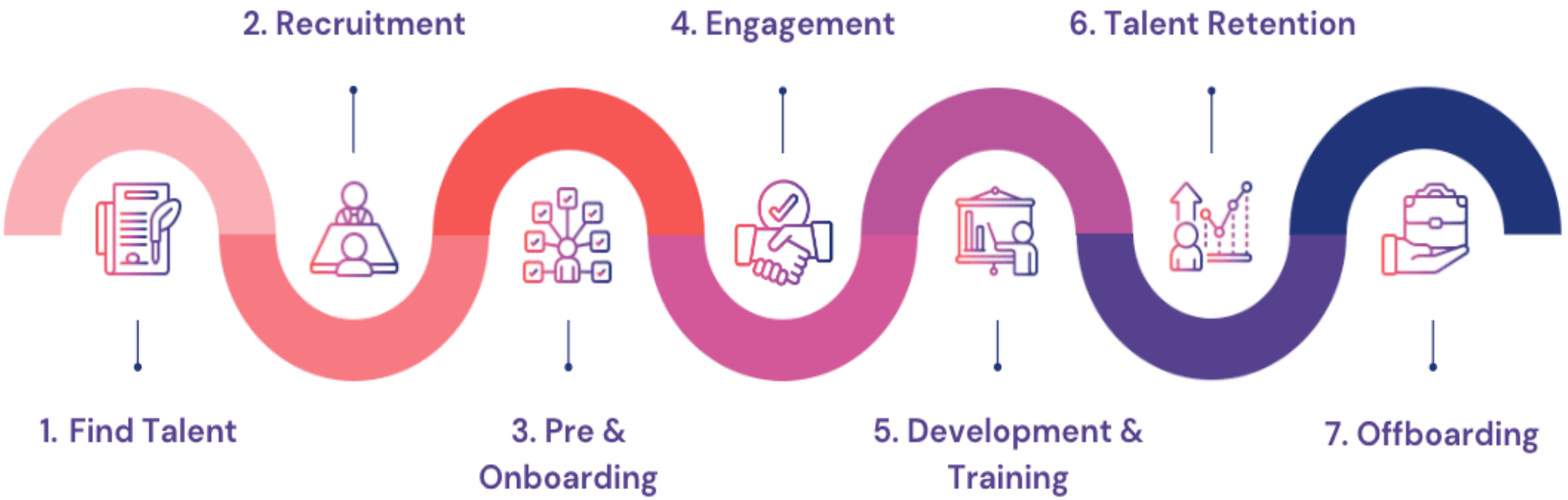
Employee Lifecycle



Enterprise vs. Business

Business - the activity of making, buying, selling or supplying goods or services for money.

Business comes from the Latin word "**negotium**" (where "**otium**" means leisure and "**neg**" negation

Enterprise - an entity or organization created by one or more people to obtain **money** by producing and marketing products and services to customers.

Enterprise Types

Size class	Persons employed	Annual turnover
Micro-enterprises		
Small enterprises		
Medium-sized enterprises		
Large enterprises		

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Enterprise Types

Size class	Persons employed	Annual turnover
Micro-enterprises	Up to 9	Up to EUR 2 million
Small enterprises	9-49	EUR 2-10 million
Medium-sized enterprises	49-249	EUR 10-50 million
Large enterprises	More than 249	More than EUR 50 million

Small & Medium Enterprise

9 – 49 employees / 2 – 10 million €

50 – 249 employees / 10 – 50 million €

In-house Training

Session in a group

eLearning

Online / Offline forms

Public Seminars

Workshops and Teambuilding

Executive Seminars

Universities / Business Schools

Benefits for SEM

In-house Training

- Group interaction
- Group motivation
- Individual needs

eLearning

- Pace and convenience
- Increased scope and topic reach
- Store and retrive information

Public Seminars

- Reasonable costs
- Team cooperation

Executive Seminars

- High level of lectors
- Networking and ideas sharing

Risks for SEM

In-house Training

- ?
- ?

eLearning

- ?
- ?

Public Seminars

- ?
- ?

Executive Seminars

- ?
- ?

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Risks for SEM

In-house Training

- Administrative support
- High costs

eLearning

- Lack of human interaction
- Less motivation of individuals

Public Seminars

- Inconsistent quality
- General topis orientation

Executive Seminars

- Inconsistance in focus topic
- Higher costs

You are a high performance layer, who is leading a law office with a staff of 15 persons. All employees are professionals in their area. However, you identified a lack of soft skills (communication) experience. In your opinion, that may increase the customer satisfaction rate and overall attitude within teams.

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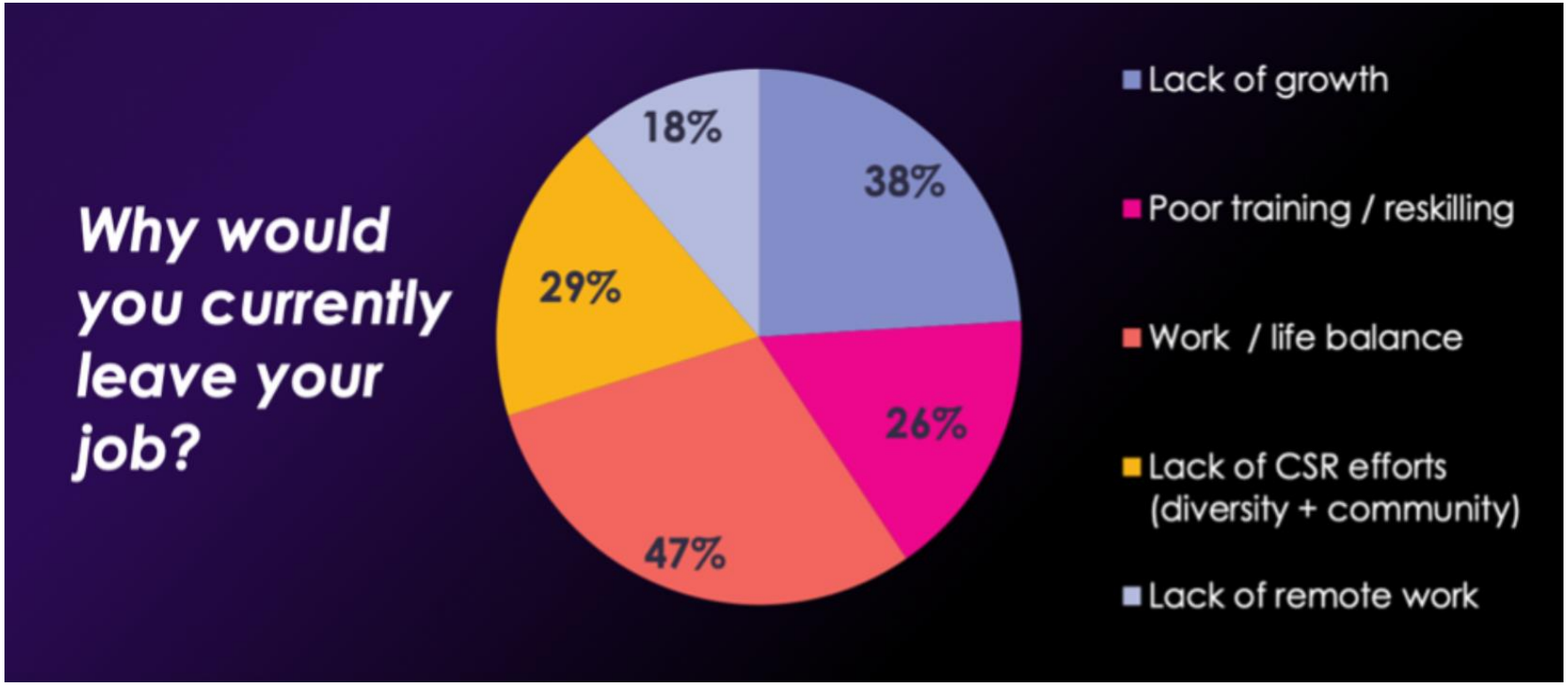
1. **Which type of training / development will be the best solution?**
2. **Please add 3 first steps with regards to the chosen type**

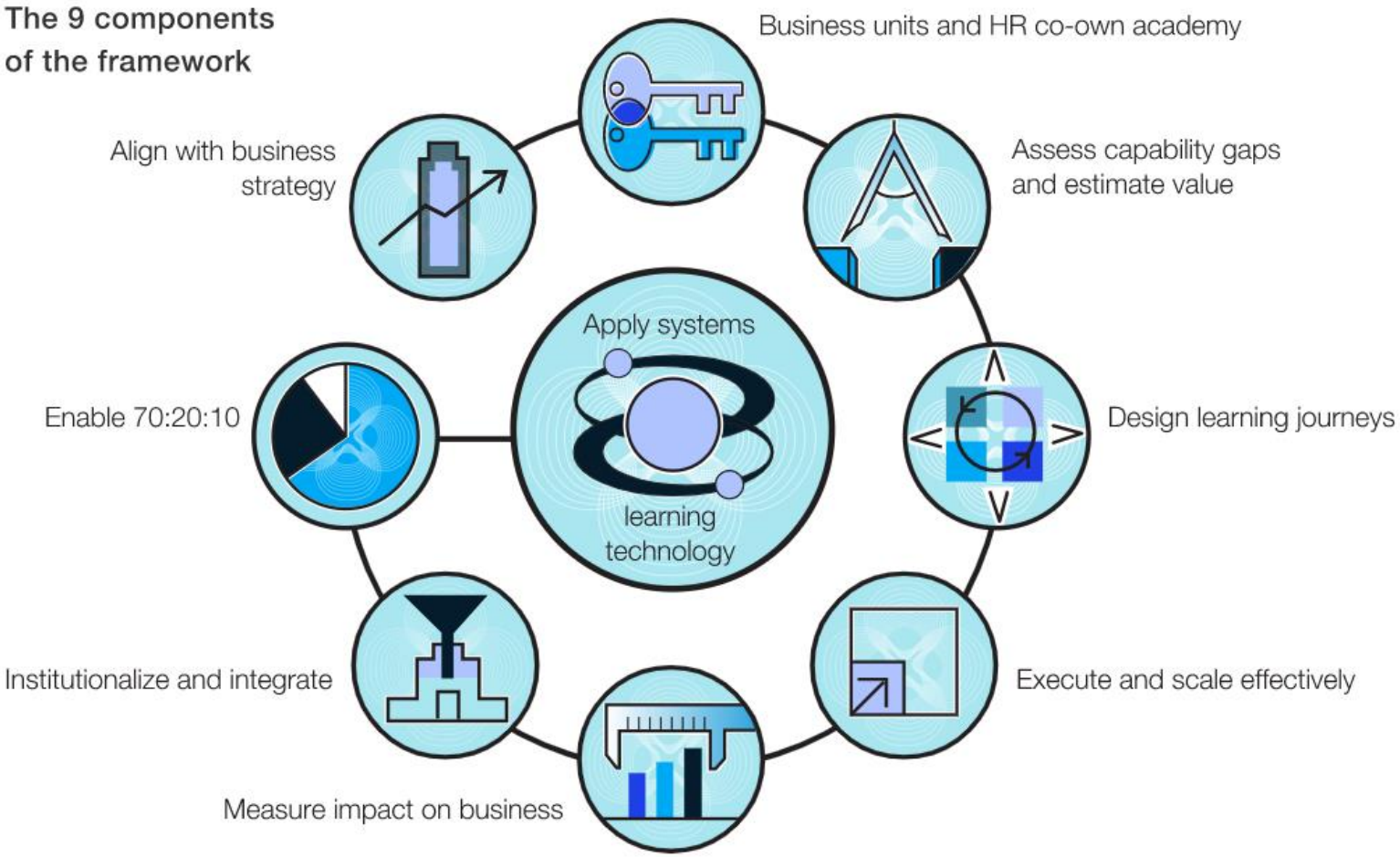
Large Enterprises

more than 249 employees / more than 50 million €



Source: Survey from Amdocs of full-time workers across the US, 2021

Large Enterprises



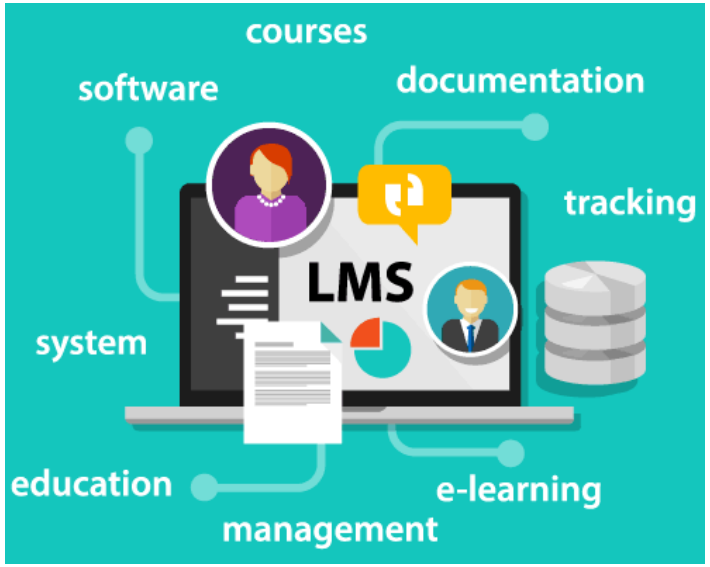
Source: McKinsey and Company, 2021

Large Enterprises

Learning Management System *is a system where you can create, administrate, and distribute learning for specific individuals or departments in your organization.*

Reasons:

- Digitalization of training activities
- Centralizing of all learning activities
- Keep track on learning & development processes
- The possibility of being creative and interactive



Which elements are the most crucial for the training evaluation?

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The Kickpatrick Model

The Kirkpatrick Model - Four Levels of Learning Evaluation

Level 4: RESULTS
Did the training influence performance?
Tools: KPIs, defect rate, rework reduction etc.

Level 3: BEHAVIOUR
Did they use it?
Tools: Observations, Job Checklists etc.

Level 2: LEARNING
Did they learn?
Tools: Pre and post-training tests

Level 1: REACTION
Did they like it?
Tools: Daily evaluation forms

Best Practice - Amazon

700 million USD

100.000 employees

Upskilling programs through 2025

- Amazon Technical Academy
- Machine Learning University
- AWS Training and Certification

amazon

Best Practice - Pixar

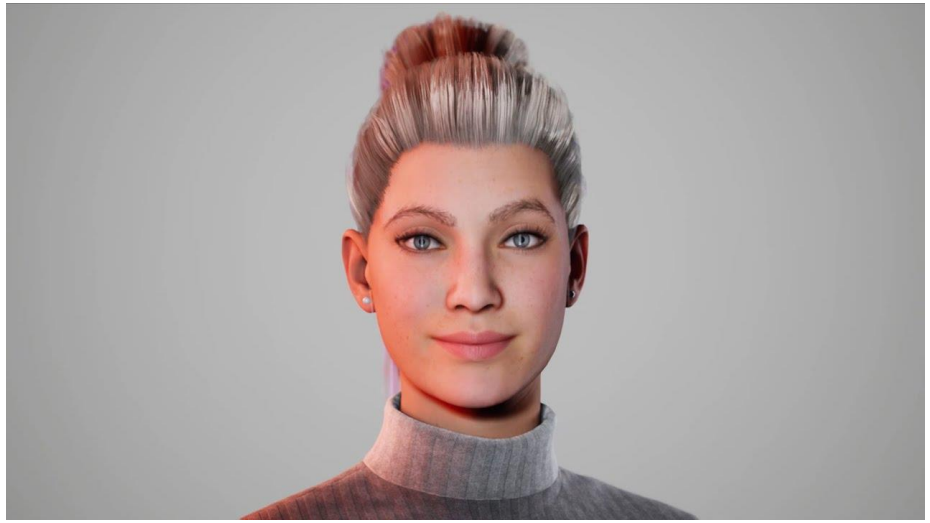
Pixar University:

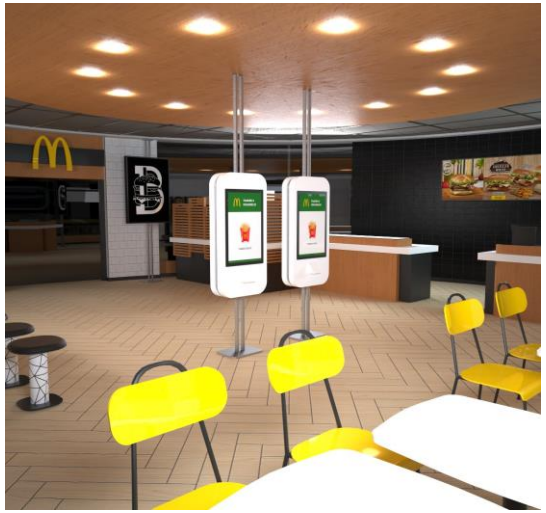
- Software learning
- Creativity
- Screenplay writing
- Drawing
- Sculpting
- Yoga
- Pilates

Best Practice – ŠKODA

Best Practice - McDonalds

- **AILA** – the Czech start-up
- Utilization of VR and AI technology
- Necessary investments
- Lower subsequent costs
- Concept Individualization





Final Quiz

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Thank you for your attention!