Chapter 8
Technology and Employee Development

Employee Development: What is it?
• Employee development is providing the time, resources, and environment required for an employee to learn, grow, develop, and change to become a more valuable resource to the organization.

Employee Development: Why do it?
• Employees are a valuable and expensive resource
• A 10% investment in development equals 8.6% productivity, higher than any other investment
• Increases retention, fosters culture of learning and growth, fast moving technology/market requires skill/knowledge updates
Employee Development: Why do it?
• Employees are discretionary investors of their human capital
• They can excel, succeed, meet expectations, or aspire to mediocrity
• They are knowledge workers
• Training is an activity, with learning and development are the desired results

Employee Development: What is it?
• Competes for scarce resources such as budgets and time
• Competes with other activities such as R&D, technology, marketing, re-engineering, etc

Knowledge Management
• The capture, maintenance and sharing of knowledge to help people do their jobs better and add value to the organization
• It allows people to find the best research materials, supporting documents, work products, and historical data available
• A knowledgebase: http://support.microsoft.com
Employee Development, what is it?

- Consists of 4 parts:
  - Training
  - Coaching, mentoring, and OJT
  - Communities of practice
  - Organization-wide learning communities

Employee Development, what is it?

- Training is an activity, learning is the desired outcome
- Can be a classroom, CBT, real-time remote interactive training
- Imparts knowledge
- Can create skill if used with skill building exercises
- Pros and Cons; Figure 8-3, pp. 99

Employee Development, what is it?

- CBT: computer based training
  - Conquers distance
  - Reduces travel costs, travel time, and per diem costs
  - OTC packages with much variety
  - Can use chat rooms, email for student collaboration
    - High drop-out rate
    - Lacks classroom interaction and student input
Employee Development, what is it?

4 elements required for distance learning/training
- A workforce accustomed to technology
- A recognition/reward system designed to recognize learning
- A corporate culture that give a high priority to learning
- A substitute for the lost interactivity, a way to maintain the community of practice

Employee Development, what is it?

Coaching, mentoring, and OJT
- 70% of learning is informal
- Organizational culture must support learning
- Learnings include skills/tasks/knowledge, intrapersonal, interpersonal, and cultural

Employee Development, what is it?

Communities of practice
- Informally organized groups sharing common interests
- “Goto people”
- Loosely connected community
- Arise when shared intellectual and emotional interests drive people to discuss work issues
- Usually focus on hard side of work, flourish on soft side
Employee Development, what is it?

- Organization-wide learning communities
  - Learning organization: an organization that can adapt, grow, learn, change
  - Knowledge is shared, not protected
  - Informal communication, not top-down

3 elements required for growth into a learning org.

- Core technologies
- Critical interdependencies
- Knowledge engine and agents

Core technologies
- Databases/knowledgebases
- Training courses online
- Collaboration tools such as chat rooms, remote meeting, email, project management tools
- Internet research tools and search engines
Employee Development, what is it?

• Critical interdependencies
  – More is better. The more people we have contributing to our base of knowledge, the more complete that base will be.
  – Synergistic

Knowledge engine and agents
  – Agents are the producers, the source of the knowledge
  – Requires constant feeds of information
  – Information is very dynamic, has short shelf life

Automation, why?

• Goal: to gather, organize and present the needed information in a usable fashion to those who can best use it
Automation, what’s it look like?

- http://www.newmedialearning.com
- http://www.microsoft.com/seminar

Trends

- Movement toward knowledge work
- Workers more savvy, many are free agents
- Culture of mobility
- Decreasing ‘corporate family’ idealism
- Fast market, less time for analysis
- Ergo, people issues are much more important to stay competitive and flexible

Questions