

## Impact of Technology on Training and Learning

There are three important ways in which technology has influenced training and learning. It has provided for greater collaboration, enriched learner control, and a more dynamic learning environment.

### Technology Facilitates Collaboration

Digital collaboration refers to the use of technology to enhance employees' abilities to work together regardless of their geographic proximity. Digital collaboration can be either synchronous or asynchronous. Synchronous communication refers to trainers, experts, and learners interacting with each other live and in real time akin to face-to-face classroom instruction. Additionally, asynchronous communication refers to non-real-time interactions. The learners can access information resources when they desire them.

### Technology Can Create Dynamic Learning Environments

Previously, learning included a trainer and learners. The trainer was responsible for delivering content, answering questions, and testing learning. The learners were generally passive in learning. Communication was normally one way, from the trainer or instructor to the learner.

Technology has made learning environments more interactive and dynamic. Specifically, technology allows:

- Greater interaction between the learners and the training content
- Greater interaction between the learners and the trainers
- Trainers to serve more as resources and coaches
- More learning occurring through exchanges with other learners
- Experts and resources becoming a part of the learning environment
- More training via social media
- More training via games and exercises

Excellent online learning experiences combine the advantages of the Internet with the principles of a good learning environment. These principles promote:

- Including visuals and words with instruction
- Aligning text with visuals
- Explaining complex visuals with either audio or text, rather than by both
- Omitting extraneous visuals, words, and sounds
- Socially engaging learners through conversational language agents
- Explaining key concepts prior to full instruction

Providing prompts that encourage self-regulation

- Providing content in short sequences over which learners have control
- Connecting modules in a way that engages learners
- Providing activities and exercises that parallel the work environment
- Distributing exercises within and among modules
- Providing explanations to responses on quizzes and exercises

### Development Planning System

A development planning system refers to a system to retain and motivate employees by helping to meet their development needs. Development planning systems vary in their level of sophistication and the emphasis placed on different components of the process.

The development planning process involves four primary steps (Noe, 2017):

1. Self-assessment—identifying opportunities and areas for improvement
2. Reality check—identifying what needs are most realistic to develop
3. Goal setting—identifying development objectives
4. Action planning—creating a plan to determine how goals will be achieved


Review the tabs to learn more.

Self-Assessment

Reality Check

Goal Setting

Action Planning

Self-assessment refers to the  use of information by employees to determine their career interests, values, aptitudes, and behavioral tendencies. It often involves psychological tests such as the Myers-Briggs Type Indicator (MBTI), the Strong-Campbell Interest Inventory, and the Self-Directed Search. Through this process, a development need can be identified. Employees can identify capabilities they are lacking and gain specific information about what they can do to develop skills through development experiences.

### Case Study



IHG is a hotel company that operates many chains that includes 4,400 hotels in over 100 countries. It offers four promises to employees (Noe, 2012):

- Room to have a great start
- Room to be involved
- Room to grow
- Room for you

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### **Room for You:**

Employees know what success is for their jobs via regular and high-quality feedback. They are encouraged to develop their current and future job roles. They are made aware of jobs around the world. IHG developed a procedure to enhance leadership skills called the Leaders' Lounge. The Leaders' Lounge is virtual, and it is for general managers and other employees at corporate director or higher levels. The Lounge has short and concise information, including articles, tips, videos, downloadable tools, and best practices. It also includes assessment tools and a problem solver application. Another section of the Lounge is the Academy, which is also online. This saves costs and travel time for company training. Seventy percent of the Lounge members use it an average of six times during the course of any month. Over 3,000 tools from the Lounge have been downloaded and shared around the world. Seventy-five percent of the Lounge members show that their engagement has increased by 3%.

Based on the given information, think about the following:

- What are the advantages and disadvantages of IHG's virtual leadership development program for the company? For employees?
- Many companies are using a blended approach for employee development. That is, they are using both face-to-face and technology-aided training and development activities for leadership development. What more traditional development activities would you recommend the IHG include in the development program to make it more effective? Explain how these development activities will enhance the program's effectiveness.

### **Reference**

Noe, R. A. (2012). *Employee training and development* (6th ed.). New York, NY: McGraw-Hill Education.



## Additional Materials

From the South University Online Library, read the following articles:

- [A Review and Critique of Research on Training and Organizational-Level Outcomes](#) □
- [Do Organizations Spend Wisely on Employees? Effects of Training and Development Investments on Learning and Innovation in Organizations](#) □
- [The Effects of Staffing and Training on Firm Productivity and Profit Growth Before, During, and After the Great Recession: Monograph](#) □
- [Examining the Factor Structure of Participant Reactions to Training: A Multidimensional Approach](#) □
- [An Examination of the Structure and Nomological Network of Trainee Reactions: A Closer Look at “Smile Sheets”](#) □
- [On the Level](#) □
- [What's the ROI of ROI?](#) □
- [In Search of the Holy Grail: Return on Investment Evaluation in Human Resource Development](#) □

From the Internet, read the following:

- Aguinis, H., & Kraiger, K. (2009). Benefits of training and development for individuals and teams, organizations, and society. *Annual Review of Psychology*, 60, 451–474.
- Worthen, B. (15 February, 2001). *Measuring the ROI of training*. Retrieved from: <https://www.cio.com/article/2441801/training/measuring-the-roi-of-training.html>