

# Competitive Advantage

Due to an increasing focus on contributing to the company's competitive advantage, training departments will have to evolve. The training departments must shift focus to the performance analysis approach, which involves identifying performance gaps/deficiencies and using training as a solution.

Training departments need involvement via:

- Focusing on interventions related to performance improvement
- Providing support for high-performance work systems
- Developing systems for training administration, development, and delivery that reduce costs and increase employee access to learning

When moving to high-performance work systems, training departments need to provide training for interpersonal, quality, and technical skills in ways that promote aspects of the customer-service system or the production system.

In order to improve business performance, companies are purchasing learning management systems (LMSs) that provide training administration, development tools, and online training. The LMSs are changing from providing/tracking training to focusing on talent management. They include more career planning tools to help connect employees with different development resources. The LMSs also include performance evaluations to identify skill gaps.

Cloud computing refers to a computing system that provides information technology infrastructure over a network in a self-service, modifiable, and on-demand context. Cloud computing allows groups to work together in new ways, enhances productivity by allowing employees to access information more easily, and provides greater access to large company databases. Workforce analytics tools, training and development programs, and social media resources will be more easily accessible and available for use.

Interest in big data related to training will continue to grow, which involves collecting data about users' activities, analyzing or mining the data to identify patterns and trends, and understanding how these patterns and trends link to business goals. The data can be useful for identifying how employees learn, who the experts and leaders in social networks are, and which instructions lead to positive reactions from learners and results.

Trainers must identify partners for outsourcing that can deliver efficient/effective training solutions, particularly technology based.

## How to Choose the Right LMS for a Company

Let's assume that you are the CEO or chief HRM officer of the Ruth L. Jennings Submarine Manufacturing company, incorporated. Based on the environment, you find that you will need to implement a learning management system (LMS). What should you know prior to choosing one?

Review the criteria to learn more.



## Reference

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

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## **Additional Materials**

From your course textbook, *Employee Training and Development*, read the following chapters:

- Traditional Training Methods
- Technology-Based Training Methods
- Employee Development and Career Management
- Social Responsibility: Legal Issues, Managing Diversity, and Career Challenges
- The Future of Training and Development

