

Developing An Entrepreneurial Mindset

The Pursuit of Knowledge

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Objectives

- o Discuss the forces influencing the workplace and learning and explain how training can help companies deal with these forces
- o Draw a figure or diagram and explain how training, development, informal learning, and knowledge management contribute to business success
- o Discuss various aspects of the training design process

Objectives

- o Describe the amount and types of training occurring in U.S. companies
- o Discuss the key roles for training professionals
- o Identify appropriate resources for learning about training research and practice

Importance of Training

- o There are many challenges and opportunities in the workplace today
- o Training equips individuals with necessary knowledge, skills, and abilities
- o Training serves to attract employees to companies, engages, them, and promotes retention
- o Training helps to create a competitive advantage

Key Components of Learning



Key Components of Learning

o Learning

- o Acquiring knowledge, skills, competencies, attitudes, or behaviors

o Human Capital

- o Knowledge
- o Advanced skills
- o System understanding and creativity
- o Motivation to deliver high-quality products and services

Key Components of Learning

- o Training
 - o Facilitates learning job-related competencies, knowledge, skills or behavior
- o Development
 - o Future focused—includes formal education, job experiences, relationships, and assessments
- o Formal Training and Development
 - o Developed and organized by the company

Key Components of Learning

o Informal learning

- o Learner initiated
- o Occurs without a trainer or instructor
- o Motivated by an intent to develop
- o Does not occur in a formal learning setting
- o Breadth, depth, and timing is controlled by the employee

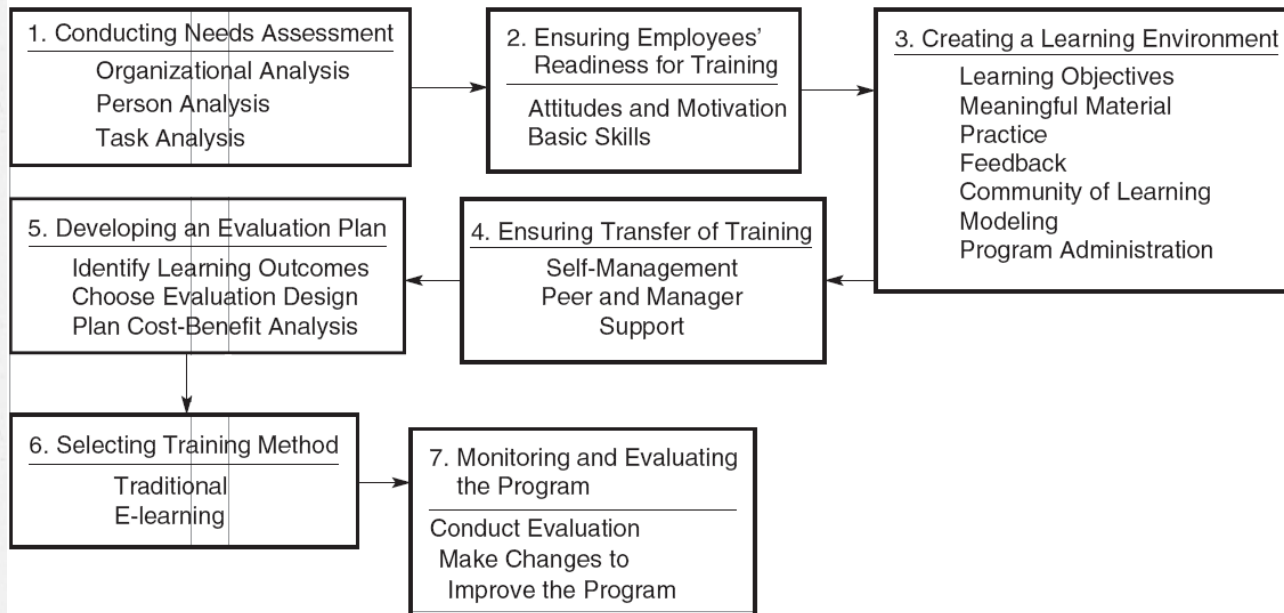
Key Components of Learning

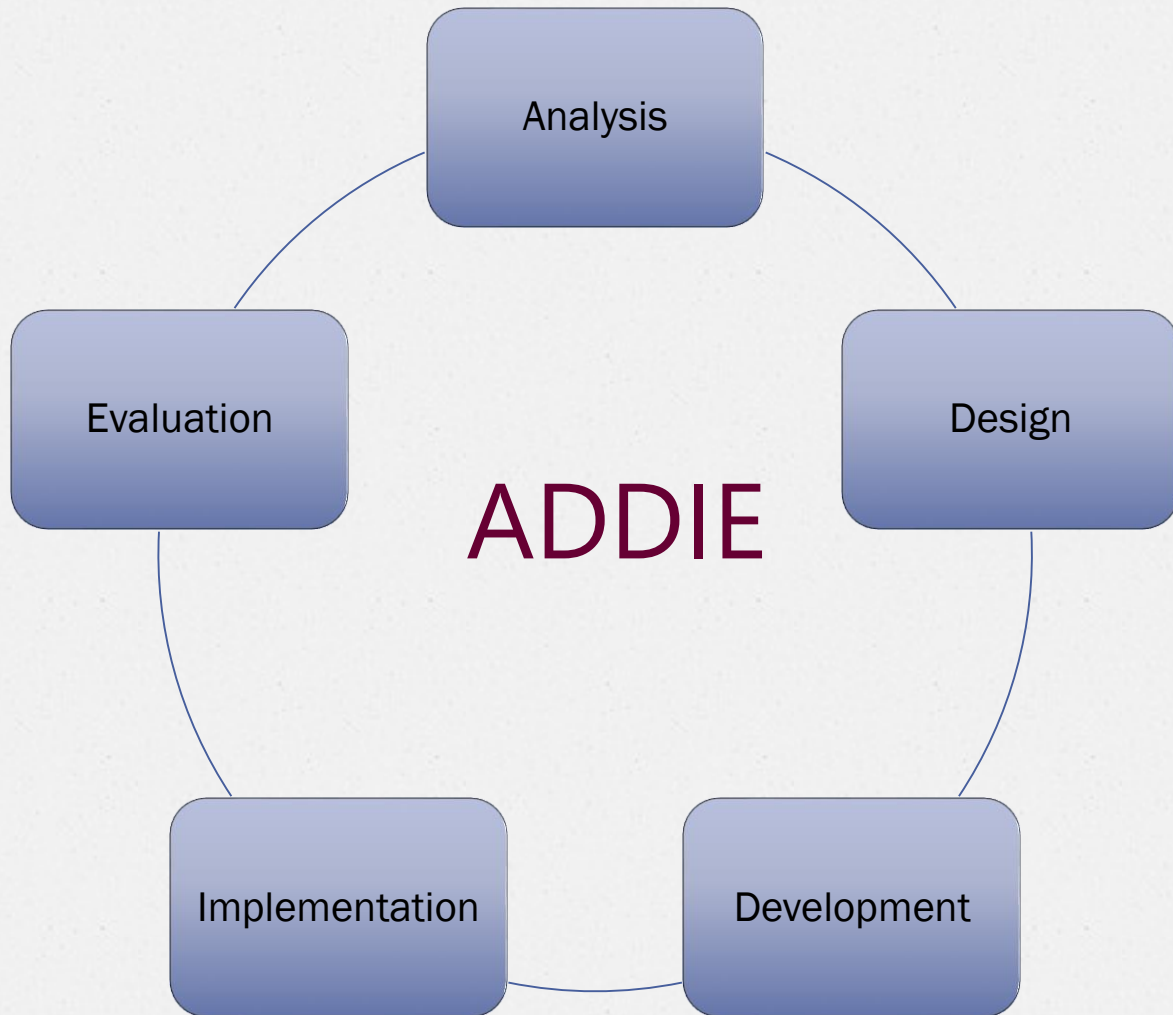
- o Explicit Knowledge
 - o Well documented, easily articulated, and easily transferred from person-to-person
 - o Primary focus of formal training
- o Tacit Knowledge
 - o Personal knowledge based on individual experiences that is difficult to codify
 - o Facilitated by informal learning

Key Components of Learning

- o Knowledge Management
 - o Tools, processes, systems, structures, and cultures to improve the creation, sharing, and use of knowledge

Systematic Training Design





Questions

- o Why is it important to systemically design training?
- o What are the limitations of the ISD and ADDIE models?
- o What should you do in practice?

Forces Impacting Learning

- o Economic cycles
- o Globalization
- o Value of intangible assets and human capital
- o Focus on links to business strategy
- o Changing demographics and diversity
- o Generational differences
- o Talent management
- o Customer service and quality emphasis
- o New technology
- o High-performance models of work systems

Economic Cycles

- o In difficult times, companies may be tempted to reduce training expenditures
- o However, doing so may be detrimental
- o For example, companies that used more selective staffing and training before the recession of 2009 performed better and recovered more quickly

Globalization

- o Global companies must find talented employees
- o Expatriates require training for success
- o Individuals from different countries come to the U.S. for low-skill work and highly technical positions
- o There are pros and cons of outsourcing

Intangible Assets

Human Capital

- Tacit knowledge
- Education
- Work-related know-how
- Work-related competence

Customer Capital

- Customer relationships
- Brands
- Customer loyalty
- Distribution channels

Social Capital

- Corporate culture
- Management philosophy
- Management practices
- Informal networking systems
- Coaching/mentoring relationships

Intellectual Capital

- Patents
- Copyrights
- Trade secrets
- Intellectual property

Implications

- o Knowledge workers are becoming more important
- o A greater focus on employee engagement is needed
- o There is an increasing need for companies to become “learning organizations”

Links to Business Strategy

- o Given the importance of intangible assets and human capital, training has greater strategic importance
- o Training is no longer an isolated function, but rather an integral part of business success
- o Different companies have different strategic training needs—one size does not fit all

Racial and Ethnic Diversity

- o The U.S. labor force will continue to grow more racially and ethnically
- o The projected annual growth rates are higher for Hispanics and "other groups" than for African Americans
- o By 2022, the workforce is projected to be 78% Caucasian

The Aging Workforce

o Insert Figure 1.3

Five Generations at Work in 2022

- o Traditionalist
- o Baby Boomers
- o Generation X
- o Generation Y—Millennials
- o Generation Z—Digital Natives

Managing Diversity

- o Communicating effectively
- o Coaching, training, and developing
- o Providing performance feedback that is free of stereotypes
- o Recognizing and responding to generational differences
- o Allowing employees of all backgrounds to be creative and innovative

Talent Management

- o Systematic, planned, and strategic effort by a company to attract, retain, develop, and motivate highly skilled talent
- o Key components
 - o acquiring and assessing employees
 - o learning and development
 - o performance management and compensation

Talent Management

- o It's important for a number of reasons:
 - o Changes in demand for certain occupations and jobs
 - o Cognitive and interpersonal skill requirements
 - o Anticipated retirement of baby boomers
 - o Developing managerial talent

Service & Quality Emphasis

- o Total Quality Management (TQM)
 - o Companywide effort to continuously improve the ways people, machines, and systems accomplish work
- o Quality Standards
 - o Malcolm Baldrige National Quality Award
 - o ISO 9000:2000

Baldrige Award Criteria

- o Leadership
- o Measurement, analysis, and knowledge management
- o Strategic planning
- o Workforce focus
- o Operational focus
- o Results
- o Customer focus

Service & Quality Emphasis

- o Six Sigma

- o Measuring, analyzing, improving, and then controlling processes once they have been brought within the narrow six sigma quality tolerances or standards

New Technology

- o Technology has changed how we train
- o Training can occur at any time, anywhere
- o Training is more consistent and more realistic
- o More individuals can now be trained
- o Knowledge can be shared by readily
- o Trainers roles have evolved
- o Many organizations used blended training methods

Challenges with New Technology

- o Not all trainees may be comfortable with technology
- o It may be difficult to engage trainees and ensure compliance with training
- o Some trainees may desire greater “live” interaction with trainers

High Performance Systems

- o Work teams
 - o Employees interact to assemble a product or provide a service
- o Cross training
 - o Training employees in a range of skills to fill roles needed to be performed
- o Virtual teams
 - o Teams separated by time, geographic, and organizational boundaries

Snapshot of Training Practices

- o Direct expenditures have remained stable
- o Increased demand for specialized learning that includes professional or industry-specific content
- o Use of technology-based learning has increased
- o Self-paced online learning is the most common technology-based learning

Snapshot of Training Practices

- o Technology-based learning has helped improve learning efficiency
- o Technology-based learning has resulted in a larger employee–learning staff member ratio
- o The percentage of services distributed by external providers has remained the same since 2010

BEST Award Winners

- o Training supports business strategy
- o Visible support from top management
- o Efficiency in training
- o All employees with access to training on an as-needed basis
- o Variety of learning opportunities
- o Measurement of training effectiveness
- o Use of non-training solutions

ATD Competency Model



Training Roles

- o Learning Strategist
 - o Determines how learning can be used to align with business strategy
- o Business Partner
 - o Uses business knowledge and industry expertise to create training that improves performance

Training Roles

- o Project Manager
 - o Plans and monitors delivery of learning and performance solutions to support the business
- o Professional Specialist
 - o Designs, develops, delivers, and evaluates learning and performance systems

Professional Associations

- o Association for Talent Development (ATD)
- o Academy of Human Resource Development (AHRD)
- o Society for Human Resource Management (SHRM)
- o Society for Industrial and Organizational Psychology (SIOP)
- o Academy of Management (AOM)
- o International Society for Performance Improvement (ISPI)

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