Training and Development
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Module - 11
Lecture - 51
Future of Training and Development

Welcome to the course on Training and Development. Today we will start with module 11 which is on Future of Training and Development. Since the start of the course, we have understood about the concept of training and development. We have understood also what is the strategic importance of training and what is strategic training. We have understood how to do training need analysis, program, design.

We have also discussed about the different types of training which can be given through different methods which are traditional methods and also, we have discussed on the use of technology in training development. We have discussed at length about employee development like, how it is important, what are the different ways or methods of employee development and importance of mentoring, importance of coaching in the organization.

We have also seen in the past lecture on session 10, like module 10 what are the social responsibilities of training. So, we can understand like training and development has a big gamut of like spread scope which is not only like limited within the organization. But it has a wide spread role to play for the society also and like how it helps in the macro HR development in terms of the development of the country.

And similarly, there are certain legal issues, ethical issues related to training and development which has been covered in like the module 10. In module 11 here we are going to discuss on the future aspects of training and development. Like, where it will lead to or what how do you want to see training and development in future. So, let us begin in this module we will move you through the journey of training and development as it is expected to be in future.

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So, this part lecture session will be held on the future of training and development.

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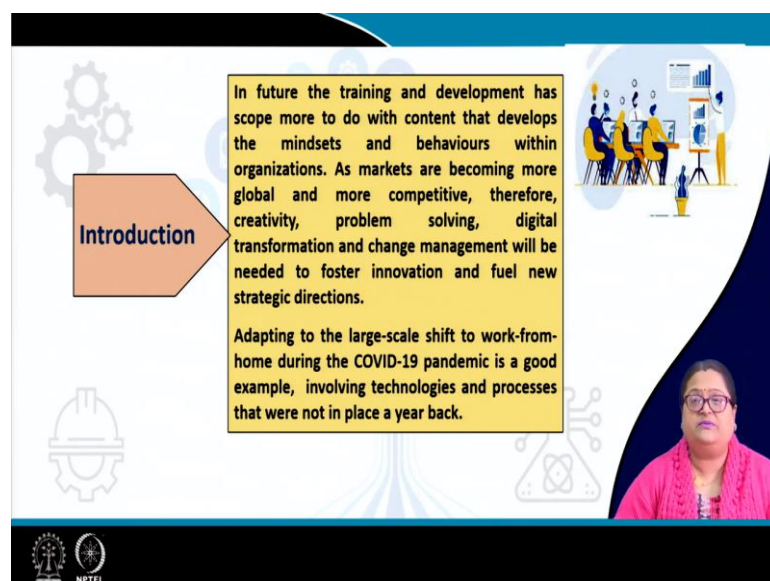
In future, the training and development has scoped to more to do with content that develops the mindsets and behaviour within the organizations. As markets are becoming global and more competitive, therefore, creativity, problem solving, digital transformation and change management will be needed to foster innovation and fuel new strategic directions.

So, we can see like as we have discussed in module 2 about the strategic importance of training and development. Like, how it is linked with the strategic goals of the

organization and how what are the or like how training and development also can play a strategic role in the whole HR function process. It intricately related with the other functions of HRM.

Then we get to understand as the environment of the organizations are moving more towards uncertainty, more towards change and transformations and we are taking like the there are more maybe the journey is becoming riskier for each and every organization. So, flexibility then, innovative ways to deal with the problem and like to adapt to digital like to become more digitally oriented.

So, these are some of the competencies they the which will be required by the organization as such to in order to sustain and if these are the competencies which are required for the organization to sustain, then the employees must be imbibing these characteristics. And how do the employees get to learn or develop these qualities is of course, through training and development.

So, the future of training and development is becoming more like it is becoming more like towards developing employees, creativity, problem solving, ability like flexibility, resilience these are the qualities which will be required. So, it will become more in terms of rather than skills, more in terms of like, knowledge and abilities and competencies. Because, if the mindset is developed then obviously, you will be knowing, you will be open enough to learn new skill sets.

So, adapting to the large scale shift to work from home during the COVID-19 pandemic is a good example, which involves technologies and processes that were not there in a year backs it was not there. So, adapting to new situations getting adjusted to new situations, how do we blend both technology and the ethical issues, the legal issues and the rules and regulations at the workplace.

So, everything has to go hand in hand. So, what do we understand definitely like when you are talking of work from home? The whole definition of work is changing; the whole definition of the deliverables of work is changing. So, it is not. So, if training and development is taken as a silo and it is not interlinked with other functions of the organization maybe then it is not going to become much successful it has to be linked with the whole functions together.

And in every definition, we need to see and we need to understand the expectations and make training as a tool, as a development, as a mechanism to deliver to those like demands of the work or the in a much better way or help people to like balance both work and life in a better way.

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Now the future trends that will affect training definitely need to contribute to sustainability as we have already discussed about it. Use of new technologies for training delivery at instructions like, new technologies are coming up. So, how do we like imbibe those techniques whenever we are talking of delivering training how you are adapting to those, how you are using those technologies and each will have it is own challenges.

So, how we are overcoming the challenges of technology also. So, breakthrough in neuroscience about learning so, we understand like how the cognitive functions helps in learning and how the technologies can be mapped with those cognitive functions. So, that we can learn in a better way gamification in learning then, use of quiz, feedback, program learning.

These are becoming more important whenever we are talking of developing the course content. Greater emphasize on speed in design and it is a focus on the content that we are going to deliver. Increased emphasize and capturing and sharing intellectual capital. So, how do we develop a collective knowledge and then share it with the others and how do

we capture the intellectual capital these are becoming future trends which are going to affect the training program.

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Increased use of just-in time learning and performance support. So, this is also very important like we are looking at the training and development as a continuous like improvement, continuous support and development, continuous program of improvement. So, it will be very much important like the training material, relevant training material, learning material and performance support because, it will be learning more by doing.
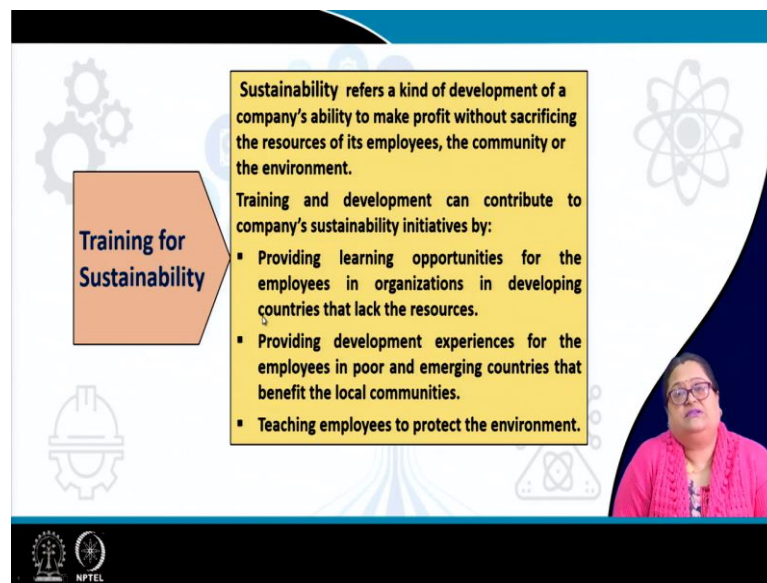
So, performance support is there when you require it because doing learning something theoretical is that you are doing it learning imbibing that knowledge, but when you go to apply it in practical situations; maybe you will find certain hurdles coming up certain like questions coming up. For which you may require the support of your mentor or coach immediately to like discuss your problems and coming up with the solutions.

So, the future trends that will affect training may be it is more of the mentoring and coaching where you will get a performance support, hand holding support whenever you are trying to work on certain problems issues. Increased emphasize and performance analysis and big data and learning for business enhancement. So, how the work that you are doing and is linked with the organizational performance, what you are supposed to do so, that you can contribute better to the organization's goals and objectives.

These are the factors which will be more relevant for training and development. Increased use of stakeholder-focused learning, training partnerships and outsourcing. So, will more of like partnership with other organizations or relevant stakeholders. Because we have to like understand the other person's perspective, we have to be empathetic towards knowing the perspective of the relevant stakeholders. For that reason, it is very important to understand their mindset, know their language, observe them and be the learning which is stakeholder focused, because it needs to be applied.

So, the applied form of learning, so that we can interact with the stakeholders in a better way. And for that reason, like we need to add, but it is not possible for the internal training like experts who are there to be experts in every situation or to know every aspect of about the stakeholders. So, what we need to do may be definitely organization need to take decisions on developing training partnerships and outsourcing some part of the training program.

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It is very important that the organization gets focused towards sustainability. Now, we have to give training for sustainability in order to be conscious about the environment in order to reduce the like, use of materials, reduce wastages. And try to save the environment for not only the present generation for also the future generation and for the sake of environment it is safe, because environment is safe, it is a very very important

stakeholder which has every right to exist in it is own right and not only because it is serving the human population.

So, sustainability it refers to a kind of development of a company's ability to make profit without sacrificing the resources of its employees, the community or the environment. Training and development can contribute towards company sustainability initiatives by providing learning opportunities for the employees in organizations in developing countries that lack the resources.

Providing development experiences for the employees in the poor and emerging countries that benefit the local communities. The teaching the employees to protect the environment. So, these are different kinds of sustainability training that we can give to different people. So, that they can have a better life well being and also are able to protect the environment.

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Now, what are the new training and development trends in the during the post COVID 19 situations are- like navigate new technologies to facilitate remote learning working and collaboration. Facilitate upskilling and reskilling initiatives, enabling organizations to remain competitive in increasingly dynamic market conditions. Ensure that people are rapidly reskilled for the benefit of the work and business performance, with the primary goal to manage the perpetual skill gaps in a much better way.

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Now, the use of new technologies for training delivery are becoming very important. The technologies are always changing and improving. The use of social media, smart phone and other new technologies will be likely to increase, because the cost of these technologies will be decreased. Companies can use technologies better prepare their employees to serve better to their customers and generate new business. Use of these technologies will reduce the training cost even for the dispersed employees.

Because, will be able to connect to each other in a virtual mode. These technologies allow trainers to build into training many of the desirable features of a learning environment.

The new technological advances that will influence training are of course, variables which include- smart watches, band, eyewear. Gamification as we have already discussed, wireless tablet-based technologies, mobile learning, augmented reality, virtual communication, tin can API, learning record store and artificial intelligence.

So, these are some of the new technologies that are there which can be used to deliver the training programs. But again, we need to be very cautious about the fact, we need to be aware about the fact, like the technologies bring with it certain of course facilities and like it helps us to deliver training in a better way. But each one will have it is own challenges. Challenges not only in terms of the delivery, touch like how to adapt and like imbibe it and adjust how to adapt and imbibe it and adjust it with the content which is there how to blend it properly that is very very important.

And also, to see like whether people are using this technology in a big different way because trust is very important. So, whether you are truly their present to take the training or we are finding like, some taking the loopholes in the technology or train to taking the flexibility of technology into consideration. You are misusing it for your own benefit like, we now see like moonlighting by employees.

Where like, because you are working from home, because your regular presence is maybe not required in your organization people may have taken up job in or doing job in two organizations simultaneously. So, whether these are we need to be careful about

these aspects people have switched on them like, showing like they are attending a training program.

But they are not truly present because maybe this camera is switched off. So, how do we take care of these things? Because, it is the whenever we are talking of moving from face to face delivery to the virtual world of delivery where may be the if not it is a hybrid model where you are present face to face and you are use. Using this technology for better delivery in terms of use of multimedia for like training delivery for projections or showing examples.

But if the it, is you are not physically present the trainer and trainee, they are not like able to see each other. Like in the physically in front then what happens like this kind we need it is totally trust based, ok. And we feel like we need to have a mature learner at the other end of like who we believe, whom we trust like they are responsible learners also.

Who have taken up the responsibility of self learning and they really want to develop themselves and that is why and the role of the organization, role of the trainer is to role of the coach the mentor is to facilitate this process of development is to help them to like quench their thirst of knowledge.

But the initiative to learn definitely needs to be there from the employees' side also. So, these are the certain things that we need to be careful about whenever we are talking of like use of technology in the training like training methods or taking it as a part of like training process.

We need to, definitely we need to have technologies we cannot avoid it. But at and we should not be avoiding it also, because it is the future of how you deliver your training. Accordingly, the employees the trainees also need to develop their mindset their maturity for understanding training is for their development purpose definitely also. And it is not only making them learn certain things.

So, that the organization can is going to gain by then making you work more towards it is own objective, but training and development is for your own development also and you need to be responsible about your learning and its progress.

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So, for what, so with this mindset with this background in mind so we are going to here describe- some of the important new technologies which have not been discussed earlier. Wearables include like- smart watches, band, smart eyewear. Such as, fit bit is allowed us to track how many steps we walk, heartbeats before and during and after exercise, and how many calories you burn.

Smart eyewear allows images to be projected directly into the retina which also takes what can be shown on the computer screen reduces it and projects it on the retina where it can be seen on full color. So, these are certain things, but again be when we use this technology some of these may have a negative impact long term use of this may have a negative impact on the in a neural system.

So, we need to be careful about the long term impact of technology and the physiological like aspects of the human beings also. Like, whether like if you are staring is like whenever you are talking of staring too long for the computer screen. So, it is making your it is affecting your retina sitting too long for the for computers is creating problems on your legs, spine, spinal problems.

So, in this way, like if your technology like eye wears and all these things we need to understand what could be the negative effect affecting the physical health of the employees also that needs to be taken care of and we need to like find certain solutions for it.

Why? Because we cannot say no to technology and we have to adapt to be technology being present. So, we need to recognize like there will be certain like negative impacts and we need to be careful about how to like withstand it or how to like overcome it. So, for these like if you are working on the computers, what are the precautionary measures that you need to take? When do you need to take a break? So, that you can like your eyes get like screen time off and so, these are the certain learning's that we need to like again take for ourselves.

So, that our physiological and physical health does not get affected too much. Augmented reality: It refers to an interactive experience of a real world environment, but the objects that reside in the real world are enhanced by computer generated perceptual information, sometimes across multiple sensory modalities, including visual, auditory, haptic, somatosensory and olfactory.

So, we need to like recreate the actual real world and like enhance some of the qualities present in it. And these are then like of course, when you are doing it, you will understand like these will have multiple sensory modalities. Because, if you are recreating reality with some augmented features. So, all your sensory inputs are going to be like stimulated by it. So, these are definitely having a combination of visual auditory haptic, somatosensory and olfactory all these sensory modalities will get affected by it.

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The tin can API experience API or ex-API as it call is a specification for learning technology that captures data in a consistent format about a person's activities from many different systems and technologies including simulations, virtual worlds, serious games, social collaboration and through real world experience in the form of a learner, an action and an activity.

So, this is a data which can be captured. So, what you can talk of like if we can capture your activities like, you through different situations like how you are behaving in different types of situations.

So, you get to understand what is your like what you really how are behaving in situations how what are your like ways of interacting with people and what you really require a training on. So, these can be it is a multi dimensional approach, multi modal approach to understand a person given in a particular context a situation and then you understand what type of training you may require.

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Learning record store: It is a server based system capable of receiving and processing web requests that is responsible for receiving, storing and providing access to learning records in the form of statements. These can be presented in a meaningful way and can be used to show relationship between learning experience and business outcomes.

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Artificial intelligence it as we know this is a very new like in thing and it has already started to show it is like very good impact in the process of like all the functions of the organization and that to in the training processes. So, while it allows training programs to

adapt to the need of each employee. The benefit is of addicting artificial intelligence in personalized learning it is. So, artificial intelligence as we have described earlier.

It helps to customize the learning, personalize the learning much more. And when it is when the learning that you are going to do is personalized to your needs definitely time is saved encouragement is encouraged. The learning process becomes automated, because the if the content is attractive to you if the content is meaningful to you feel like this is what within my range of doable then you become more interested to do it.

So, the learning process is automated and return on investment is also growing because, when you feel comfortable with the material when you feel like the material has been developed for you and for your benefit you like assimilate it in a better way. And when you assimilate it in better way you do not really forget what you learn and you can apply that also in different situations. So, return on investment is definitely growing.

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The recent trends of artificial intelligence are: There is a predicted scenario indicating that AI will be gradually creeping into learning technology stack, screen, select and train a greater number of professionals. Major enterprises are convinced that investing is gainful, investing in AI is gainful. Good number of professionals also may expect that their jobs will be automated in 3 years and they need to redefine their skill sets or get to know a better skill know increase their knowhow.

So, that like if one part of the job gets automated, they will be moving more into developing the interpretation from this the results and outcomes and again. So, it will become more knowledge based. Few HR leaders are investing AI for workforce learning and reskilling. AI-virtual personal assistants and chatbots are expected to replace almost a large number of managers by 2024.

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So, as we understand like we are moving more towards the behavioral aspects of training we are more moving towards the developing certain values quality trait is in the person, then soft skill training will be on high demands.

Company will strengthen with their related learning and development efforts to gain more awareness about soft skills and their role in success. So, that they can go for identifying skills needed for the future and developing employees, accordingly investing by company for carriers can encourage employees claim that they would remain in the company longer.

The ongoing pandemic due to COVID 19 has accelerated remote upskilling and reskilling approaches for the companies. So, this challenging situation has made us to learn made us to like rediscover many things which we never thought like maybe we could be doing or it is possible. So, it just taught us many things it has helped us to adapt to new situations and like to redefine the maybe the whole definition has changed of what we understand by training how to give training for.

Initially, there were a perversion but now, when we are practicing it and maybe we are facing the hurdles of it trying to answer those problems and again coming out of it in the sense like if this is the problem that we have faced facing how to arrest it. We will find that the platforms that have been designed for like these meetings or trainings. They are in they are also learning from the hurdles faced and they are incorporating new features into this technological feature.

So, that the questions which have been raised finds it is proper answer to it. So, it is an ongoing development, ongoing learning which is happening.

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The trend of corporate training has biggest shift in recent past that occurs seamlessly in the flow of work. Compartmentalized trainings that is on Monday morning you go to a training, then you put that manual back on the shelf and keep working in the afternoon are being phased out as the on-the -job training with immediate application emerges as a major trend.

Geo-fencing is one of the most convenient emerging trends in training and development. One of the biggest futures of corporate training trends is a more individualized approach to training. So, these we have seen in some of the learning education Edu-tech firms which are more focused towards like, developing course contents for children also we finds like they try to customize it more closely with the needs of the individual learner.

So, that the yeah and it is more of a game, more of a quiz and very attractive course content.

So, that people who are using these technologies they love learning through these technologies. Though it is a flip side it has become people are becoming more addicted to this kind of would like more into this only screen time and maybe they are losing contact of even how to communicate with the person sitting beside you.

So, we need to like really keep a check on those issues and if we can have a proper discipline and you know like control for or understand how to like divide times between the different activities that you are having.

So, then in that case it is it will really help in like making the person learn in a more joyful way. So, similar is for a like whenever we are talking of individualized approach to training in terms of corporate training. We need to understand also like when you are doing it is mapped with the persons training need analysis needs to be done and the competencies that the person possesses needs to be known and accordingly, we can chalk out a training program for the training.

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Virtual and augmented reality is truly the future of corporate training. So, here what happens in terms of virtual reality you can see like, what the situations are and you can get yourself trained it is more like a simulated condition which helps you to like feel

experience the feel like situations and real situations and learn from the nuances of it in being in a virtual environment.

Virtual mentoring is becoming demandable trends for employees hired a fresh out of college who have never had a job before. Micro learning continues to play a huge part in the future of training it just providing employees with easily digestible bites of information and instruction that can be immediately applied to a task or project to small learning capsules which they can like easily learn and they can implement in the task or project.

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Creating a mobile app specifically for employee training, increases employee engagement significantly. As mobile users are increasing, the amount of time they spend on absence also increased. HTML5 replaces flash is more advanced and better equipped at supporting various multimedia elements. Flash could not meet the mobile demands of modern businesses, whereas, HTML5 could provide both mobile and desktop users with the same interactive experience.

So, as we told like with the changing demands with the increasing demands with the more questions raised by the users the companies who are delivering these technologies they are also constantly researching on the improvement of the product and new features are getting added. So, that the questions which are raised find a proper answer and it becomes the applications or the equipments they become more user friendly.

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Versatile e-learning platforms have just come to realize how important it is to have an online training platform. These platforms should be able to adapt to the evolving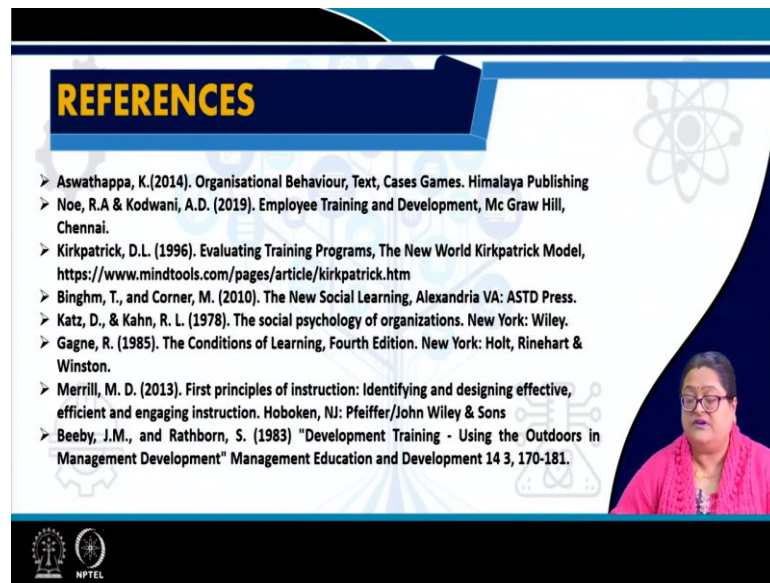 needs of the companies which have features like: multiple languages, cloud-based systems, multi device availability, multi LMS integrability. So, because we understand like, whenever we are talking of making it more suited towards the needs of the individuals.

Whenever we because whenever we are talking making it more suitable to the needs of the individuals, first which comes up is a language we if sometimes training programs develop like delivered if the language that we understand makes it is more acceptable. The storage becomes an issue, so cloud based system then accessibility from different devices, different whole set of users you like accessing it a particular time.

And then, how to make multi LMS integrability in so, how to integrate various my LMS platform? So, that we can transfer training from one situation to another. So, these are different issues which needs to be answered and which is the future trends in the corporate training and development.

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These are again the references that we have used for preparing the slides and as we have to discussed earlier also each of these technologies have their own pros and cons. Which may be to discuss these details of each of these technologies the and to debate about which is better than the other one is not a within the scope of this may be course of training and development. And which needs you to like go for further learning based on maybe new technology development and it is like how in the domain of ITN inform information technology.

So, what we have try to generate here is an awareness of the different technologies which are there at present. So, that if you are all set to give a training or to receive a training. You know what are the possible options which could be there and select one which suit is your need best and which is more adjustable to the kind of situation or the training that you are going to give.

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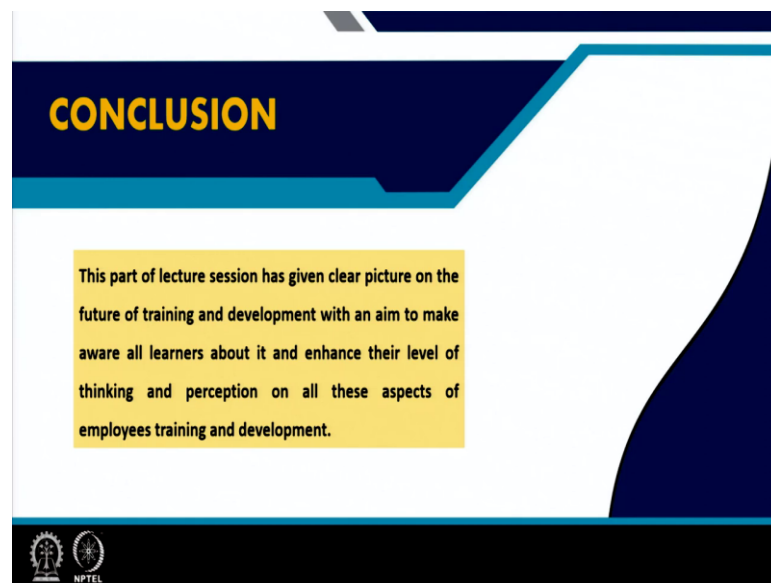
So, this part of the lecture session as we expect is given a clear picture of the future of training and development and with an aim to make you aware about the levels of to like what are the different kinds of technologies that are possible what are the future expectations. And like it has helped to you to think and perceive like the importance of all these aspects for employee training and development.

Thank you.