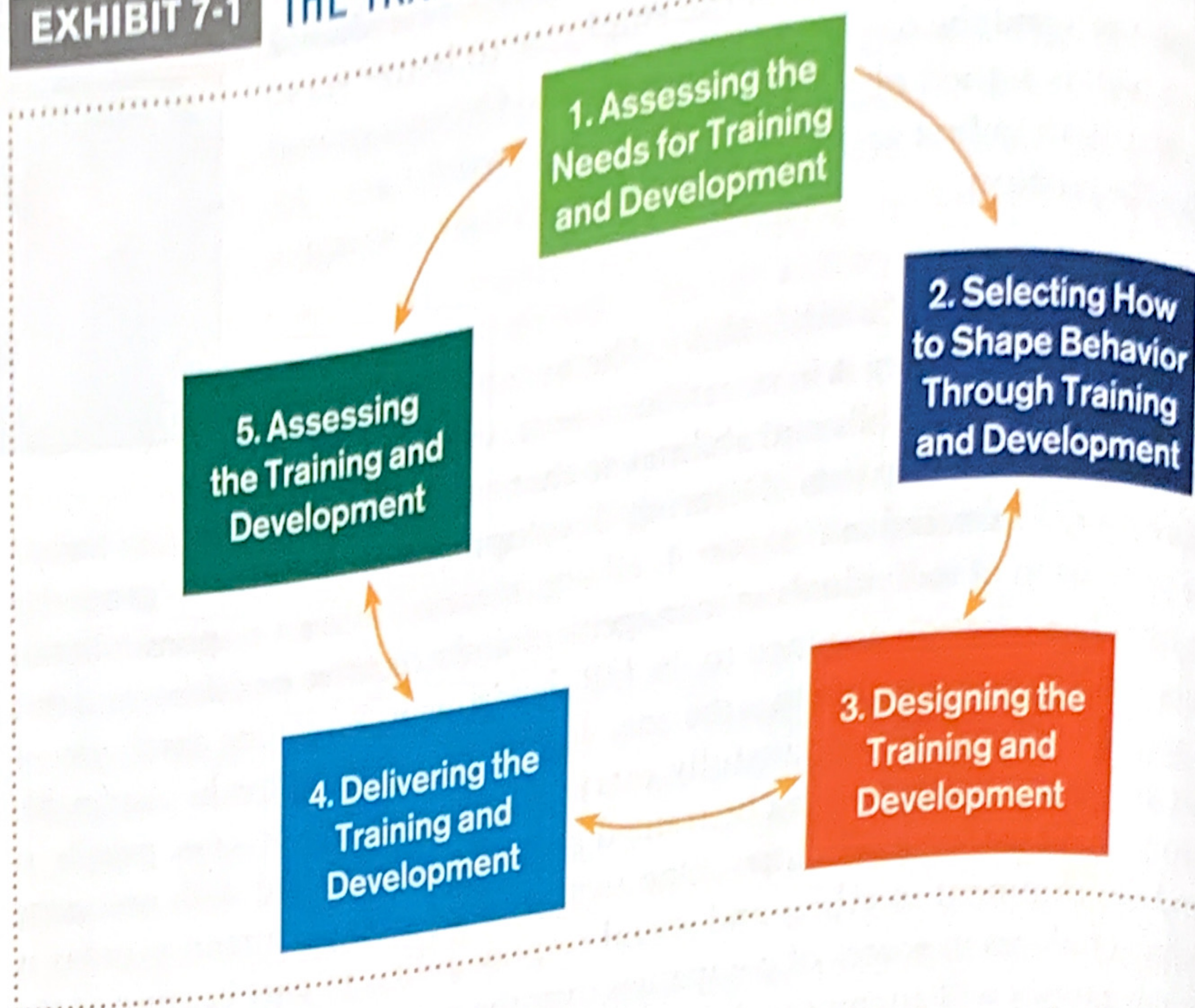


EXHIBIT 7-1 THE TRAINING PROCESS



Step 2: Selecting how to shape behavior. We select a method of shaping employee behavior based on learning theories so that we can change employee behavior to improve performance. We will discuss this step in this chapter's section "Learning and Shaping Behavior."

Step 3: Designing training. We design the training and development based on the needs assessment. We must determine which training methods we will use to shape employee behavior. We discuss this step in this chapter's section "Design and Delivery of Training."

Step 4: Delivering training. Before we actually conduct the training and development, we must select the delivery method. We also discuss the delivery options in the section "Design and Delivery of Training."

Step 5: Assessing training. After we complete the training, our last step is to assess how effective the training was at developing the needed skills. We do this by determining our success at shaping behavior. We discuss this step in this chapter's section "Assessing Training."

Interrelationship of the Training Process Steps. Note in Exhibit 7-1 that each of steps 2, 3, 4, and 5 has a double-headed arrow; this is because all the steps are so closely related and based on each other that they are commonly planned together before actually delivering the training. In other words, you are constantly thinking ahead and behind your current step in the training process. If the assessment of the training reveals that the behavior has not been shaped (changed) as needed, we may have to go back to step 1 and start the training process again.

SHRM

Q:4

Equipping the Organization for Present and Future Talent Needs

SHRM

E:5, L:1

Needs Assessment

Needs assessment

The process of analyzing the difference between what is currently occurring within a job or jobs and what is required—either now or in the future—based on the organization's operations and strategic goals

Needs Assessment

The first major step in the training process, and probably one of the most important, is the needs assessment. A **needs assessment** is the process of analyzing the difference between what is currently occurring within a job or jobs and what is required—either now or in the future—based on the organization's operations and strategic goals. If a needs assessment is not done correctly, a training course may be poorly designed, or it may cover the wrong information. The wrong employees may be asked to participate in the training, or they may not yet be capable of absorbing the information in the training because of a lack of a knowledge base or skill set. We may end up creating a training program that's unnecessary, or we may fail to determine that an issue is based on poor performance rather than