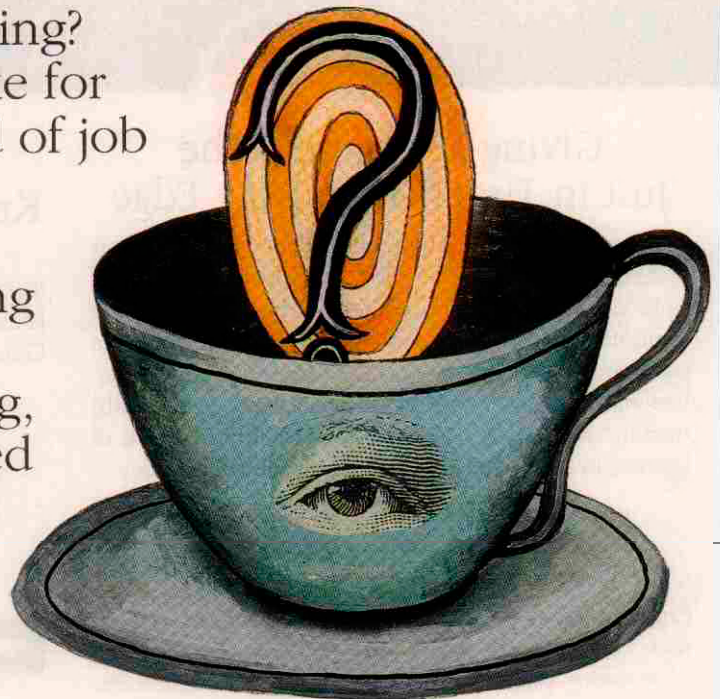


IN THIS ARTICLE
Future Trends in HRD,
Technology and the Workplace

Signs of the Times

WHAT LIES AHEAD FOR training? How are organizations changing? What's the future like for business? What kind of job will you have next? You may find some clues in the following facts and figures about work, learning, and careers compiled from many sources.

They are the tea leaves. Reading them is up to you.



The Changing Landscape

The number of mergers and acquisitions announced in the first half of 1995 increased by 22 percent over the same period in 1994.

Mergerstat Review

Seventy percent of companies are in the midst of transformation that extends significantly beyond single-dimension initiatives such as downsizing or reengineering.

Gemini Consulting, Inc.

Businesses have redrawn their boundaries, making them both tight (as they focus on core competencies) and porous (as they outsource noncore work). As a result, work follows a contractor-subcontractor model, not one of vertical integration.

Fortune

About 30 percent of the annual expenditure for training by U.S. companies goes to outside providers. Companies are experimenting with these outsourcing strategies: keeping training design inside and outsourcing development and delivery; using cost-benefit analysis to select training providers; forming alliances with junior colleges, universities, and training companies; pooling training resources across companies; and forming partnerships with a vendor to share resources.

Charles Bent, NYNEX Training and Education

"I am the site training administrator for Texas Instruments in Sherman, Texas. Formerly we had several internal trainers for the development and delivery of computer training. We have now outsourced our training and I administer it. We are also pursuing computer-based training and performance support systems."

Michael W. Perry

At the Ford Motor Company, the training unit is transforming itself into a self-funding business. It evaluates all training programs against the criteria of product line profitability. It uses automated billing and touch-tone phone registration to increase efficiency. Its project database model helps managers make build/buy decisions about training programs. A tracking system shows costs and revenue for the training facility and individual courses.

ASTD Benchmarking Forum

Percentage of supervisory and middle management jobs eliminated in 1991: 44
Percentage eliminated in 1994: 62

Total payroll for professionals and managers employed by temporary services companies in 1991: \$335 million.

Total in 1994: \$1.02 billion

American Management Association

"Constant in a violently changing world."

Advertisement for Levi's 501 jeans



The Virtual Workplace

By the start of 1996, more than 9.2 million Americans called themselves telecommuters. The number will triple in the next 15 to 20 years.

Wired

Virtual corporations will maintain multi-use hubs combining meeting and communication centers, employee lounges, and classroom space for teaching new skills to a geographically dispersed workforce.

Franklin D. Becker, Cornell University

Xerox's Palo Alto Research Center employs anthropologists and psychologists to study interactions between people and machines. Director John Seely Brown says, "Our long-term goal is to bring calmness to the office in contrast to today's information overload."

New York Times

When Reuters Holdings, London, needed people for its subsidiary that designs computer screens, it borrowed them from 12 other companies. These "consultants on loan" from all over the globe communicate by fax and e-mail and rarely meet.

IBM's Cranford, New Jersey, facility has no private offices. Administrators and staff have permanent desks, but the salesforce works from the field and re-



"We trained hard...but it seemed that every time we were beginning to form up into teams, we would be reorganized. I was to learn later in life that we tend to meet any new situation by reorganizing; and a wonderful method it can be for creating the illusion of progress while producing confusion, inefficiency, and demoralization."

Petronius the Arbiter, 210BC

■ **The fastest growth industry will be adult continuing education** ■

serves a workstation when needed. Kinko's and U.S. Sprint have teamed up to offer teleconferencing facilities at 140 Kinko's stores. Teleconferencing service is also available at some Westin Hotels.
Naisbett Trend Letter

Careers

Number of training and development consultants listed in the *Dun & Bradstreet* guide: 2,516

Number of human resource consulting services: 1,315

Number of workers in contingent jobs or working on call in the U.S.: 6 million

Percentage of contract employees who say that contract work is a career choice: 37
National Technical Services Association

Number of people who applied for 36 tasting positions at an Oakland, California, ice cream company last winter: 10,000
Harper's

Jobs expected to grow more than 100 percent between 1992 and 2005: home health aides, human services workers, personal and home care aides, computer engineers and scientists, systems analysts.
The Department of Labor

The growth rate in numbers of technical workers since 1950: 300 percent

The number of new jobs going to technical workers: one in four

The percentage of total employment that technical workers will represent by 2005: one-fifth
Bureau of Labor Statistics

The fastest growth industry in the U.S. will soon be the continuing education of adults because things are changing so fast in every field and occupation.

Peter Drucker

The Training Industry

Overall yearly average days of training in service industries: 4.63

Overall yearly average in manufacturing: 4.52

American Association for Adult and Continuing Education

The training and development function remains primarily the responsibility of the human resources/personnel department but the number of organizations reporting stand-alone training departments increased

8 percent over three years.

Watson Wyatt Communications and Training Survey

Percentage of companies that use computer-based training: 43

Training Magazine

HR department expenses, as a percentage of total company operating costs, averaged 0.7 percent in 1994, a slight decline from 1993. The probable cause of the decline is heavy outsourcing of HR activities.

The Saratoga Institute

Increase since 1990 in the number of companies sponsoring remedial training: 50 percent
American Management Association

Percentage of large companies (10,000 or more employees) that offer basic skills training: 40

Training Magazine

Percentage of U.S. companies that have adopted diversity training: 50 to 65 percent
The Washington Times

Companies are moving away from traditional one-to-three-month mini-MBA programs for executives toward in-house programs.

Fortune

The U.S. market for multimedia training increased by 53 percent between 1991 and 1995 and the market for desktop videoconferencing systems and services increased 81 percent.

InfoWorld Publishing

Size of the opportunity for broader-bandwidth services in business-to-business markets: \$3 billion. Applications will include: information services, communications, human resources management, and education and training.

Future Systems, Inc.

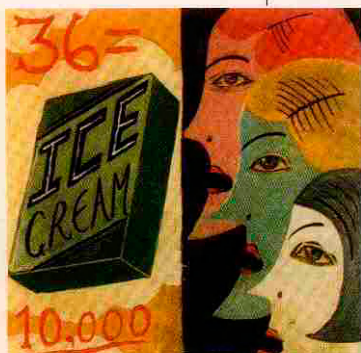
Eighty-four percent of HRD executives agree that by the year 2000 there will be a new balance between training as we know it today and performance support.

Seventy-three percent of HRD executives agree that current training managers and staff are ill prepared for performance support.

ASTD HRD Executive Survey

Portents

Peter Fromherz and his research team from the Max Planck Institute of Biochemistry near Munich have established a two-way



communication link between a silicon chip and a leech's nerve cell.

New York Times

Major consumer electronics manufacturers agreed on a single format for a digital videodisc that may be the successor to the videocassette and the CD-ROM computer storage disk.

New York Times

New electives at the Harvard Business School: Social Entrepreneurship and Field Studies in Social Enterprise.

New York Times

Number of Steven Covey's personal growth books appearing simultaneously on the *New York Times* business best seller list: three

New York Times

The K-Series office chair by BodyBilt emulates the trunk-to-thigh angle of the human body at zero gravity. It comes with an owner's manual on a floppy disk.

Wired

Words of Wisdom

Senior managers of today's large enterprises must move beyond strategy, structure, and systems to a framework built on purpose, process, and people.

Christopher A. Bartlett and Sumantra Ghoshal in the Harvard Business Review

The intellectual equipment needed for the job of the future is an ability to define problems, quickly assimilate relevant data, conceptualize and reorganize the information, make deductive and inductive leaps with it, ask hard questions about it, discuss findings with colleagues, work collaboratively to find solutions, and then convince others.

Robert B. Reich

The CEO as chief training officer? Get used to it. How else do you instill the right culture in a company?

Fortune

The Future

The number one challenge in this decade for business executives is transformation.

Gemini Consulting

In the near future, there is likely to be a much greater emphasis on the adaptability of the workforce than on superior technology or deep pockets.

Towers Perrin

Ironies

Number of executives who told researchers that people are a company's most important asset: nine out of 10

Ranking by those same executives of "people performance" in a list of seven key issues in determining business success: sixth

Towers Perrin

Measuring the Ineffable

When it comes to predicting success, brainpower as measured by IQ and standardized achievement tests may matter less than the qualities of mind once thought of as character.

Daniel Goleman, author of Emotional Intelligence

A study at Bell Laboratories found that the most valued and productive engineers working in teams weren't those with the highest IQs or achievement test scores, but those who excelled in rapport, empathy, cooperation, persuasion, and the ability to build consensus.

New York Times

Professional groups in search of non-financial yardsticks for intangible corporate assets: The Institute of Chartered Accountants of Scotland, The Conference Board, the American Institute of Chartered Accountants, and the Canadian Institute of Chartered Accountants.

Types of intangible assets being measured by organizations: technical expertise, trade secrets, tacit knowledge, stories, lessons learned, numbers of knowledge workers, knowledge gaps, management skills, and knowledge about customers.

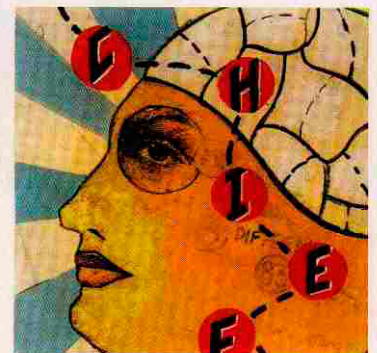
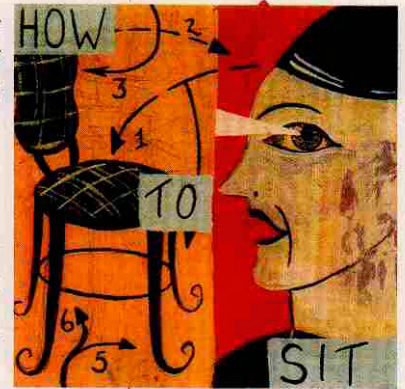
Fortune

Statement by an Ernst & Young spokesperson announcing an appointment to the new senior-level job of chief knowledge officer: This job is "part of a growing trend by organizations to manage institutional intelligence as they would any other precious asset."

Ernst & Young

New Job Titles

Director of Intellectual Capital,
Skandia AFS
Chief Knowledge Officer,
Ernst & Young



BUSINESS OPPORTUNITY

INDIA - One of the world's largest markets will accept a multitude of products, services, finances, joint ventures, whatever you can offer. Kindly fax your possibilities for a grand beginning in India.

INDIA SELL ALL - Whatever your market requires. We are well connected in the Indian Government and "Around the World" and are providing 100% guaranteed liaison services to achieve multi-million dollar contracts.

CONTACT US FOR ALL KINDS OF SERVICES:

Mr. K. Sood, President
TRANSWORLD INTERNATIONAL
No.3 Yashwant Place, 1st Floor
Chanakyapuri
New Delhi - 110 021
Tel: 0091-11-673866, 670748
FAX: 0091-11-6111097
Tlx: 031-72104 TRAN IN

All business is kept strictly confidential

INVEST IN INDIA FOR BETTER RATE OF INTEREST
NOT AVAILABLE ANYWHERE.

Circle No. 156 on Reader Service Card

KEEP YOUR CUSTOMERS (HAPPY.)

Improve customer satisfaction and retention
Develop service skills
Raise performance and reduce turnover

For a FREE information kit that describes our *Mastery of Customer Service Certificate Program*, call (800) 344-4613, ext.3051.



National Seminars Group
Rockhurst College Continuing Education Center

Think of Us as Your Corporate University.

Circle No. 161 on Reader Service Card

■ *Women spend twice as much time as men on child care and household chores* ■

Vice President of Learning Organization, Canadian Imperial Bank of Commerce
Director of Intellectual Asset Management, Dow Chemical

Stresswatch

Women spend about 305 more hours on the job each year than in 1969. Women spend twice as much time as men on child care and household chores. Women exercise less than men.
Juliet Schor

Food for Second Thoughts

"As neo-Luddites, we aren't anti-technology per se. We oppose only the sorts of technologies that are destructive to humans and communities."
Chellis Glendinning, author of My Name's Chellis and I'm in Recovery From Western Civilization

A product that wastes a half hour of time for each of 4 million users wastes 900 work-years of human productivity or 12 complete lives.
Wired

"If 500 people spend 30 seconds to look at a (personal e-mail) message, that is 250 minutes used up, equivalent to half a day's work."
Ira Chaleff, Institute for Business Technology

Wretched Excess?

Number of computer networks linked through the Internet: 48,000
Business Week

"All the technological knowledge we work with today will represent only 1 percent of the knowledge that will be available in 2050."
Marvin Cetron

.....
Compiled by Patricia Galagan, Training & Development editor, and Katie Wulf, ASTD Information Center specialist.