

“The Fault, Dear Brutus”

So much concern has been expressed in recent years by Training Directors over recognition and professional status, it seems that a review of the problem may be in order.

Reduced to some basics we find that recognition must be earned and cannot be of any substance until the one who has the responsibility for the administration of training places in full perspective his contribution to the profitability of his company. This, in the final analysis, is the measure of his worth. We all know that, with or without the Training Director, the training function is vital to not only the growth, but the very survival of any company. It appears then that recognition becomes a matter of degree for those who have been delegated the specific responsibility for training, because their companies have, in effect, acknowledged the importance of the function by its definition. The magnitude of this recognition hinges directly on the demonstrated ability of the Training Director to organize the informal training that already exists into an efficient and systematic development of the multitude of skills of the people with the organization. He cannot, in all conscience and respect for his continued employment, labor under the delusion that his efforts are measured in any more significant terms than the results expressed in the balance sheet. Awareness of this fact of corporate life must serve as the foundation on which the Training Director builds his structure.

With this awareness in proper focus, another facet of perspective comes into play. This takes the form of the ability of the Training Director to identify and integrate his objectives with those of the company. In losing sight of objectives a Training Director may easily subordinate that training which is necessary to that which is popular or convenient. While he cannot be expected, like Don Quixote, to “Ride off in all directions at once,” he must provide balance in his training program that takes into account short term and long term objectives, minor as well as major areas of training need. When we arrive at the point in our professional maturity where our programs are based on this type of objective evaluation, and sound programs are created to meet the needs of the organization, recognition and increased stature will shortly follow.

To those who might be waiting for the Society to vest them with the dignity of professional status, I suggest a strong dose of self-appraisal and individual action, for if this is absent I can offer only the wisdom that was expressed over 300 years ago in the following words:

“The fault, dear Brutus, lies not in our stars
But in ourselves that we are underlings.”

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