

EXECUTIVE SUMMARIES

Eight Trends You Need to Know Now

Karen Colteryahn and Patty Davis

An ASTD commissioned study, "Mapping the Future: Shaping New Workplace Learning and Performance Competencies," reveals eight current and emerging workplace trends, and offers recommendations for the future. Due to uncertain economic conditions, organizations are rethinking how to grow and be profitable. Changes include streamlining structure and becoming more flexible, networked, flat, diverse, and virtual.

Diversity in the workplace will continue to increase. A more diverse workforce means accommodating new attitudes, lifestyles, values, and motivations. More temporary workers will be used for specific tasks, and there will be a greater demand for highly skilled workers.

Heightened security concerns are changing expectations for our personal lives and the role of organizations and governments. The threat of terrorism is an ongoing concern. It has created a renewed focus on workplace security. Employee monitoring and screening are occurring more frequently.

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Two New Marketplaces for E-Suppliers: Health Care and Financial Services

Paul Harris

Among the earliest industries to adopt corporate e-learning for meeting training needs are the health care and financial fields. Both are a perfect match with e-learning's strengths: They're cash rich, highly regulated, and populated with workers who are knowledge and service intensive.

Pharmaceutical and medical device manufacturers are highly regulated and must continually train employees on detailed operating procedures. As a result, those firms are prime customers of enterprise LMS platforms and custom content. By comparison, managed care companies and hospitals are less sophisticated and have far less money to spend. The vast majority of IT dollars goes to systems affecting the processing of health care and insurance. Executives are discovering the advantages of simulation, and both sectors are being targeted by simulation developers.

High employee turnover, compliance, security, and regulatory issues cause the financial industry to spend a lot on training. Meanwhile, the distributive nature of the workforce lends itself to online learning, as does frequently changing content and the value of reporting course completion data. Other industry concerns include constrained resources and budgets, a need to improve operational efficiencies, and intense competition.

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The Evaluation Heavyweight Match

Diederick Stoel

During a recent ASTD ROI Network Conference, experts Donald Kirkpatrick and Jack Phillips squared off about workplace evaluation's past, present, and future.

The major topic discussed was Kirkpatrick's classic four-level evaluation method developed in 1959. While considered a huge contribution to the training field, it has been widely criticized as taxonomy "without relationship among its various levels." Phillips says he took no stock in those claims when he introduced return-on-investment as the fifth level of the Kirkpatrick model.

Both men agree that some organizations place too much emphasis on ROI as a magical solution to all accountability issues. "We have to keep reminding people that ROI is only one measure that demonstrates the value of training. Don't overreact to it or overuse it," says Phillips.

They also clear up a disagreement. Kirkpatrick has been known to announce jokingly in his presentations that he's going to sue Phillips because he altered his model. Phillips not only added a fifth level, but he also changed *behavior* into *application* and *results* into *business impact*.

Sparring lightly, Phillips defends his changes and explains that since he used the levels a lot in technology work groups, participants relate better to those terms.

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New Careers for Trainers

Haidee Allerton
With Eva Kaplan Leiserson

Since outsourcing has revved up, a growing concern among trainers is job security. But many predictors believe that practitioners who were laid off will be rehired by outsourcing firms. In fact, the changing content, delivery, and focus of the industry are creating new titles and new careers.

T+D talked with several people in learning and career development about the future of these new careers:

- blended learning facilitator
- graduate student
- facilitator of organizational development or change management
- knowledge architect
- performance coach
- whole life coach
- Webinar leader
- project manager
- mentoring specialist
- retention consultant
- knowledge management specialist.

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The Many Opportunities of EFL Training

David Egan

Arguably the most critical factor affecting business success is employees' ability to communicate, particularly in English. Many companies are placing so much importance on English language proficiency that they are getting trainers involved.

Analysts estimate the worldwide market for language education at US\$12 to 15 billion per year. And according to many, the epicenter may lie in Asia; 20 percent of the world's language training market currently resides in Japan. South Korea spends more money per capita on English language training than any other market in the world. In China, an estimated 150 million people are eager to learn English.

As EFL training has become more prevalent and gained wider credibility, standardization and certification have taken hold. The two certified methodologies most widely recognized are CELTA (Certificate in English Language Teaching to Adults) and TEFL (Teaching English as a Foreign Language).

There is wide agreement that the EFL training market would grow much larger, much faster except for a shortage of qualified teachers. That shortage is pushing EFL training costs up, while keeping quality low—thus restricting the expansion of the EFL training market and its predicted positive effects on working professionals and businesses around the world.

For complete text, see page 54.

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