

TRAINING TODAY

By

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WE WENT THROUGH two cycles of training in the field of business and industry during World Wars I and II and are now in a third cycle. To meet the needs of war production it was necessary to increase output, expand plants, establish new ones, develop new techniques and expand research. In each of these fields, training of employees played an important part. During World War II, nearly everyone in industry received some training. Yet in spite of it, a year or two after the war, we found a great let-up in training activities.

I once conducted a safety training program in a certain plant and at the end of the first three months the total lost-time days per month due to accidents fell to ten. Then the program was dropped and six months later they were running at over seventy-five lost-time days per month in the same group. This is an indication of the slippage that can take place when training is let go. It is not true that training is the whole story, but it is an important part. If you take away this part the entire program may fall flat on its face. Training is one of the kingpins of any such program.

The training director should be qualified to do the actual training himself, but he should do as little of it as possible. The bulk of the training should be done by the line people involved. It is the training director's job to see that the line people are qualified to do the training. The director who does the training himself is in the same situation as the supervisor who does productive work and so doesn't do his supervising. A training director isn't earning his money unless he sits back and plans and directs the line group in training.

What are some of the things a training director should know? He should know how to teach others to teach; he should be interested in more than just the problems of training; he should be interested in every phase of the company's activity; and he should be thoroughly familiar with the organization and the people in it.

If a training director is working in an organization that is not well set up, he should concentrate on training at the executive level. To do effective executive or management training he must have a full knowledge of the organization's needs. The best training

President's Message

(Continued from inside front cover)

As one contemplates such expressed sentiments, he is struck with the underlying note of desire to receive. There is the implication, "For my small dues I'm getting enough, but I want more, and if the dues are increased, I should get it." There is also the 'hired man' philosophy;—"a 'paid editor' and a 'paid secretariat' would broaden and enhance the services of ASTD without asking anyone to work for nothing."

There is neither ire nor resentment in this public acknowledgment of such constructive criticism. ASTD has grown to be a husky adolescent—maybe it is time to broaden and strengthen its financial and operational structure, but as trainers we must appreciate the value of cooperative self-service. Any trainer will acknowledge that he learns as he teaches, and that he gets as he gives.

Hence, this plea:

To get a better *Journal*—give!

Send your talks, your programs, your service announcements and other fruit of your labors to "Walt" Shaw. As an unpaid editor "Walt's" job should be one of weeding rather than one of solicitation and prodding.

To get better Library Service—give!

Send your new program material to

Hugh Booth, and use the wealth of material already indexed, catalogued, and shelved in the Purdue Library. Let others know about it and encourage them to use it.

To get more educational and research service—give! Send the products of your own research—company, individual or chapter—to Albert Sobey. Give him some idea of your interests, concerns, and questions which require research.

To get better committee action—give!

Give enough of your time to learn who is on standing and special committees and write them of your wants, hopes and constructive ideas.

To get better organization in ASTD—give!

Send copies of your chapter operating manuals to your District Representative and to "Russ" Moberly. Better yet—sit down and write a manual on operational policy for ASTD!

Remember always, ASTD is a service organization, but it can serve you only as you give and participate in the services it offers.

Herman J. Gemuenden