List of Changes

Employee Training & Development, 8th edition

Raymond Noe

Copyright 2020©
ISBN: 9781260043747 / 1260043746

Chapter-by-Chapter Changes

Chapter 1
- New chapter opener featuring examples of how companies in different industries are using training and development to help them succeed (featuring Best Buy, Valvoline, Sonic Automotive, Dow AgroSciences)
- New example of the role of learning and the structure of the learning function at Western Union
- New example of how Suffolk Construction adapted the ADDIE model
- Updated discussion of the economy and its implications for training (e.g., highlights companies such as WalMart investment in training to attract and retain employees and other companies partnering with high schools and community colleges to develop the skills they need)

- Updated figures on companies global business and role that training plays in developing local workforce (e.g., Uber) and preparing US employees for global assignments
- Updated discussion of immigration, available visas and the implication of restricting immigrants from working in the US Updates statistics on diversity in the workforce
- New example of Blue Apron as an example of intangible assets and human capital Updates figures on employee engagement
- Updates statistics, discussion, and related tables on the demand for occupations and jobs (e.g.,projected job openings, jobs with the largest percentage growth)
- New example of the Mars Ambassador Program which uses global experiences to build talent
- New discussion of skill shortage in US and globally and example of how companies such as Kyocera SGS Precision Tools, joint government-company partnerships such as Kentuckiana Works and Kogok Corporation are using training and training partnerships to try and remedy the shortage .
- Updated discussion of Badridge Award winners: Don Chalmers Ford a 2016 award winner and Bristol Tennessee Essential Services a 2017 award winner.
- Updated discussion of ISO 9000 family of quality standards (ISO 9000, ISO 9001, ISO 9004, and ISO 19011).
- Updated survey results on use of internet and smartphones.
- New discussion of artificial intelligence, robotics , and wearables with examples from IBM (Watson), Whirlpool, and BMW.
- Updated discussion of statistics on how work demands are affecting stress, work-family balance, and work location.
- New example of remote work at Automattic and Dell.
- Updated and new discussion of nontraditional employment and the gig economy. Examples of Ammacore, Honeywell, and Alphabet use of non-traditional employment.
- New discussion of coworking sites.
- New discussion of how non-traditional employement relationsships affect training design and delivery.
- New example of high-performance work system used at Hindle Power.
- New example of United's team training to help pilots in the cockpit of commercial airliners improve their communications with each other in order to reduce the likelihood that generation gaps between more senior captains and younger co-pilots or first officers might lead to poor communications and decision-making.
- Updated training facts, figures, tables, and text discussion based on 2017 ATD State of Practice and 2017 Training Industry Report.
- Updated comparison of BEST ward winning and comparison companies using 2017 ATD State of Practice data.
- Updated example of job (instructional designer) posted on ATD website
- Updated figures in table showing average salaries of training professionals.
- Updated Zappos case discussion and case questions on their movement to a holocracy management style (employees are self-managed)

- New and updated application assignments (flight simulator, skill shortage)

Chapter 2
- Updated discussion of training at Keller William
- New example of business embedded model at Ryan LLC
- New examples of how McKinsey & Company and Merck blend the BE model with centralized training.
- New example of how Mendix overcame resistance to change when it introduced a new learning system.
- New example of branding at Lincoln Financial Group
- New example of outsourcing training at McKesson.
- New end of chapter case on Hitachi Data Systems Global Learning Team
- Updated application assignment on McDonalds Hamburger University.
- New application assignments on Deloitte's corporate university and strategic training at McCarthy Building Systems.

Chapter 3
- New examples in chapter opener - how McDonalds, ADP and HireRight conduct needs assessment.
- New example of pressure points that suggested training was necessary at BNSF Railway and Verizon.
- New example of who participates in a needs assessment at LaSalle Network and Fatima Fertilizer Company
- New example of LeadingRE on how technical diagrams, research studies, simulations, and equipment designers can provide information regarding the training requirements, tasks, and conditions under which a job is performed.
- New example from H&H Castings and text discussion of how software and wearables such as Google glasses can be used to collect data on employee behavior and performance.
- New examples of companies in ATD benchmarking forum (The Boeing Company, UPS, Walmart, Johnsonville Sausage, and fifty other companies).
- New example of how PK Controls does some of its own training to develop technicians but it also partners with Columbus State Community College to develop employees with the skills it needs.
- New discussion of root cause analysis and how the 5 Whys, a questioning method, can be used to explore the cause of a problem (new key term)
- New end of chapter case: Identifying Training Needs Using Virtual Brainstorming at EY

Chapter 4
- New examples in chapter opener of how Bankers Life, Intermedia Inc, Verizon, and Supervalu, are revising and developing new training programs to enhance learning

- New example of how New York Bankers Life applies principles of adult learning in a training program
- New discussion of how training objectives are the last step of the process that begins with business goals.
- New key term, metacognition and table showing how trainers can encourage it.
- New example of how practice promotes learning in Verizon's video training program for customer service representatives
- New discussion of how realistic practice activities can facilitate learning and transfer of training by exposing trainees to a variety of training content by switching between topics throughout the session.
- New table and text discussion on how to help trainees commit training content to memory
- New text discussion of importance of overlearning
- New discussion of microlearning with company examples (Avande, CDK and others)
- New examples of how Farmers Insurance and General Motors training gets learners actively involved and helps insure transfer of training.
- New discussion of the trends for training content to be offered when trainees need it and for the content to include employee generated content.
- New example of LeadingRE's community of practice
- New examples of how Gable Residential and Sacramento Municipal Utility District (SMUD) are creating a positive climate for learning and overcoming obstacles to transfer of training
- New discussion and examples of IBM and Samsung's use of electronic badges to reward and motivate training
- Updated end of chapter case on BNSF
- New assignments (microlearning, multitasking, flight simulator, gamification, video)

Chapter 5
- New chapter opening examples of how Smith&Nephew, General Motors, and Nationwide Insurance design training programs.
- New discussion of how long it takes to develop different types of training
- New example of Verizon's program for developing trainers
- New discussion of advantaged and preparation of inhouse experts as trainers
- New discussion of types of training preferred by millennials and Generation Z employees.
- New discussion of the role of fun in training and how to train international audiences
- New discussion of the use of novelty and microlearning to promote learning and retention
- New table showing the characteristics of effective microlearning
- New example of how Total Quality Logistics uses interaction in training
- New examples of how Morrison Health Care and Bankers Life use lesson plans and modules in training

- New discussion and company example of the use of content curation to keep training content up-to-date, organized, and accessible
- New examples of how Verizon and John Hopkins Community Physicians are using a mix of training content developed inhouse and purchased from vendors.
- New examples of Sonic Automotive's use action plans and managers as trainers
- New example of how senior managers at PricewaterhouseCoopers (PwC), Western Union, and Gables Residential support training
- New example of how EMC and New York Community Bankcorp use blogs and online tools to provide peer support for training
- New example of how Cathay Life Insurance uses i-Pads to provide performance support to agents
- New example of how CVS Health uses learning snippets designed to help trainees retain what they have learned.
- New examples of how Moneris ,Tata Consultancy, Synaptics, and GE provide tools and encourage employees to knowledge share
- New example of Chief Learning Officer at Texas Health Resources.
- New discussion questions on audience analysis, microlearning, content curation, and adapting training content and instruction for trainees who are from another country.
- New application questions focused on design of scenario based elearning, microlearning, and creating a lesson plan.
- New end of chapter case Designing Effective Training for Call Center Associates at Nationwide Mutual Insurance Company

Chapter 6
- New chapter opener featuring the outcomes and design used by the Maryland Transit Administration to evaluate its training programs.
- New example of how Xerox asks trainees to evaluate training courses
- New discussion of the logic model which helps identify the training outcomes that should be used in evaluation (new key term).
- Updated data in Figure 6.3 showing frequency of use of reaction, learning, behavior, and results outcomes.
- New example of GE's use of an app to track big data to evaluate training programs
- New example of how Verizon uses a post-training comparison group design return to determine the return on investment of of customer service training
- New example of how Deloitte used success case to show the value of a redesigned training program for the company's business technology analysts.
- New example of Bass & Associates use of reaction measures to evaluate video training
- New discussion (and key term) of the use of Net Promotor Score to evaluate trainees satisfaction with a course or program.
- New example of Microchip Technology's and Tarkett North American use of affective outcomes, collected on employee surveys, in training evaluation
- New examples of New York Community Bancorp and PPL Electric Utilities use of results outcomes in training evaluation

- New example of Verizon's use of reaction, learning, behavior, and results outcomes to evaluate their sales leadership academy.
- New example of how Sonic Automotive uses Big Data to help determine which training programs have a positive ROI and are helping to meet the company's strategic goals
- New assignments on Net Promotor Score and IFC Supervisory Skills Training Evaluation in Cambodia's Garment Industry
- New end of chapter case on how to evaluate Pacific Gas and Electric's training for valve operators

Chapter 7
- New chapter opener on Ziegler Auto Group use of classroom instruction and videos for training
- New examples of how Intermedia and Health Decisions use a combination of training methods
- New example of Alma Pharma Services use of lecture as a training method
- Updated Figure 7.2 with most recent data on use of training methods
- New example of how EY combines e-learning with a virtual classroom, and face-to-face
- instruction for training its tax professionals.
- New example of how Farmers Insurance, Verizon, and Asurian use videos for training
- New example of on-the-job training (OJT) at Nomad Communications Solutions
- New discussion of benefits of apprenticeships and President Trump's executive order to help encourage more apprenticeships
- New example of Siemens and Scott Forge apprenticeship programs
- New example of how Alive Hospice uses a simulation to train doctors and other health care providers how to communicate a terminal diagnoses to patients
- New discussion of features that simulators need to have to be effective.
- New example of nurse educators use of games to improve the collaboration between nurses, physicians, and other health professional who work in rural county hospital emergency rooms
- New example of RealScout's use of adventure learning
- New example of how action learning is used at University Hospitals and PepsiCo
- New example of TIAA's two week class for green belt certification
- New example of how Miami Children's Health System uses multiple training methods to help new employees understand the organization's culture, help them feel comfortable, and learn about their new job.
- New assignments on adventure learning and apprenticeships. Updated assignment on team training (pit crew training).
- Updated end of chapter case

Chapter 8
- New chapter opener discussing how PayPal uses learning technology
- New discussion of how using new technology for delivering training can give employees opportunities to attend training

- Updated Table 8.1 showing data on the use of new technology in training
- Updated Table 8.2 including augmented reality, machine learning, and artificial intelligence
- New example of how Cox Automotive's use of cloud-based video creates a dynamic learning
- environment for its sales representatives and helps create a culture of collaboration and helping others.
- New example of Farmers Insurance use of virtual reality to create different scenarios that are impossible to simulate in the company's existing training program for claims adjusters
- New example of potential features of online learning discussing OptumRx use of on-demand videos on RxTube, a company intranet site modeled after YouTube
- New example showing the positive features of elearning using The Office of Disease Prevention and Health Promotion use of elearning as an example
- New example of The Janssen Pharmaceutical Companies of Johnson & Johnson use of apps and virtual classroom for sales training
- New discussion of using scenario-based elearning
- New example of McKinsey & Company MOOC for employees that included ten courses
- Updated example of how Georgia Tech, Udacity, and AT&T worked together to create a MOOC designed to offer a masters degree in computer science.
- New discussion of research on MOOCs showing the importance of company sponsorship for course completion and employee retention
- Updated Table 8.7 how social media can be used in training
- New example of TELUS use of social media for training
- New examples of ADPs, Gilbane, and Sonic Automotive blended training programs
- New examples of Anthem and BB&T's flipped classrooms
- New example of IBM's simulation to train security teams how to handle cyberattacks.
- New example of PPD virtual 3D learning environment to deliver its clinical foundations program.
- New examples of how BNSF Railway, Sberbank, WalMart, and United Rentals are using virtual reality in training.
- New examples of how Deloitte and Pfizer are using games accessed through apps for training
- New example of how BP teamed with Protosphere to develop a more interactive scenariobased training event held in a virtual world.
- New discussion of how games enhance learning
- New discussion of augmented reality (AR), its advantages and disadvantages, difference from virtual reality (VR) key term, and company examples (General Electric, Boeing, and Arco)
- New discussion of mobile learning's advantages and disadvantages, and similarities and differences compared to elearning.
- New examples of use of Infosys BPO and PwC use of mobile learning
- New examples of Home Depot and Nationwide Insurance use of apps for training

- New example of how Aristocrat Technologies replaced online learning courses for its repair technicians with adaptable microlearning modules
- New example of Air Methods cloud-based learning system that uses artificial intelligence to adapt to each helicopter pilot's topic knowledge based on how they perform on quizzes and games.
- New discussion of artificial intelligence (AI) with IBM Watson as example.
- New Table 8.10 showing business needs supported by AI
- New discussion of the use of machine learning and chatbots in training (new key terms)
- New discussion of electronic performance support tool: United Services Automobile Association interactive tool that shows employees how to complete several common tasks without having to read a job aid or ask a peer for help.
- New examples of how learning management systems (LMS) at Ferguson Enterprises,
- Gukenheimer, and Keller-Williams Real Estate support the business by helping to manage human capital and tracking training
- New examples of advantages of LMS realized by McDonalds
- New discussion of learning portals (new key term)
- New discussion questions on artificial intelligence and augmented reality
- New application assignments on augmented reality, blended learning, and virtual worlds

Chapter 9
- New chapter opener on how AT&T is developing its employees careers to help the company stay competitive
- New discussion of different types of career management systems
- New example of how a college graduate took control of her career for her personal and company benefit
- New discussion of development role in protean careers, and retaining millennials with Citigroup example.
- New example of CarMax and New York Life Insurance use of self-assessment
- New example of reality check at Michelin North America, IBM, and GE.
- New example of online tools used for action planning at Consigli Construction and WellsFargo
- New example of how Procter & Gamble's promotion-from-within policy is supported by the development plans completed by every employee.
- New examples of the career management and development systems at Penn Station, 3M, and Genentech.
- New example of CHG Healthcare Services use of multiple development practices
- Updated Figure 9.3 frequency of use of development activities
- New examples of Voya Financial, National Basketball Association (NBA), and BNY Mellon School use of formal education programs
- Updated discussion of GE Crontonville and examples of leadership development programs
- New example of Guckenheimer use of DiSC for assessment

- New examples of Blue Cross Blue Shield of Michigan and CHG Healthcare Services use of 360 feedback for assessment
- New example of a social worker's use of stretch assignments to develop their skills
- New example of how VF Corporation, which includes North Face, Vans, and Lee brands uses job experiences for development by encourages employees to move throughout the organization
- New examples of Bell and Howell and Haskell's use of job rotation for development
- New discussion of employees' potential misperceptions of job rotations
- New example of PepsiCo's use of promotions
- New examples of sabbaticals at David Weekly Homes and Morris Financial Concepts
- New examples of General Mills and Prudential's use of volunteer experiences for development
- New example of how managers are joining boards of non-profit organizations such as the YMCA to help others and the community, gain skills, and advance their careers.
- New examples of diferent forms of mentoring such as sponsorship at IBM and Gore
- Updated Table 9.1 examples and text examples of company mentoring programs
- New discussion and company examples of use of software for mentor-protégé matching (General Motors, Bumble Bizz)
- New example of how mentors and proteges are matched at PayPal
- New example of how Cardinal Health's mentoring program exemplifies the characteristics of a successful mentoring program
- New example of reverse mentoring from United Healthcare
- New examples of how Edward Jones, United Shore Financial, the Gates Foundation, and Wide Open West use coaching.
- New mention of coaching research results
- New statistics on company engagement in succession planning
- New discussion of how use of 9-box should not stereotype employees in one category – they can change their performance to move categories
- New examples of succession planning at Blue Cross Blue Shield of Michigan and ITU AbsorbTech
- New discussion of succession planning in family-owned businesses
- New discussion of differences between onboarding and socialization and employee orientation
- New example of onboarding at Forum Credit Union
- New discussion questions on reverse mentoring and why a company might choose to use
- multiple career management approaches
- New assignments on sponsorship (Gore), mentoring matching software, Crotonville, and development opportunities at Suffolk Construction
- New end of chapter case on developing leaders at Vi

Chapter 10
- New chapter opener on training partnerships (Central Iowa Works & Techtonic Group)

- New examples of company and community training partnerships in the electric power industry, consulting (Aon), and Pepsico
- New examples of training partnerships to overcome skill gaps (Electric Boat, aircraft manufacturers, PK Controls, Coalfield Development Corporation)
- New and updated examples of joint union-company partnerships (Siteline Interior Carpentry Inc., The United Auto Workers (UAW)-Chrysler National Training Center)
- New discussion of legislation and cases (age discrimination, disability) related to training (the Whistleblower Protection Act, Section 508 of the Rehabilitation Act)
- Updated research on diversity and diversity training
- New discussion of unconscious bias (key word)
- New discussion of diversity issues in high-tech companies
- New discussion of how companies are changing resource groups (Deloitte)
- Updated example of managing diversity at Sodexo
- New examples of actions Rockwell Automation, National Life Group, and Blackstone Group are taking to manage diversity
- Updated statistics on the glass ceiling
- New examples of how GE and State Street Global Advisors are trying to help women break the glass ceiling
- New discussion of the use of more flexible expatriate assignments
- New examples of howDeloitte, Monsanto Company, Asurion, and L'Orealhelp employees with repatriation.
- New discussion of coverage of FMLA
- New examples of company programs (Deloitte, Xplane, Fifth Third Bancorp, Qlik Technologies, GAdventure) to help employees balance work and life demands
- Expanded discussion of telecommuting (new key term)
- New discussion of companies eliminating remote work policies (IBM & Aetna)
- New examples of career paths at Milwaukee Tool and the National Weather Service
- New example of a school teacher's career recycling
- New example of how Kohlberg Kravis Roberts & Co. L.P. (KKR), the global investment company, Vets@Work initiative promotes veteran-focused career development and support retention practices in the U.S. private equity portfolio companies it manage
- New example of how Sam's club provided assistance for employees facing job loss
- Updated new research and statistics on retirement
- New examples of older workers are deciding to leave traditional full-time work to pursue parttime work and have a better work-life balance.
- New example of UPS hiring back retirees during peak shipping seasons
- New assignment on diversity and inclusion at Texas Instruments
- New end of chapter case on language and cultural understanding

Chapter 11
- New chapter opener on artificial intelligence and IBM Watson
- New discussion of statistics on how technology will likely influence training in the future
- Updated Table 11.1 Future trends that will affect training (e.g., automation of work)

- New discussion of predictions about automation of work, the impact of automation on training (new Table 11.2)
- New examples of companies that have introduced automation (brick masons, BeeHex, Uber Technologies)
- New discussion of strategies that companies will use to develop the skills they need and help employees advance their careers is through offering training and educations as part of their benefits packages. For example, Lowe's, a home improvement company with retail stores throughout the United States, has partnered with Guild Education.
- New discussion of artificial intelligence and applications and risks and challenges (e.g., Butterfly.ai is an artificial intelligence coaching app that uses anonymous employee feedback and current performance data to rate managers performance and then provide advice and suggest training to improve their weaknesses)
- New discussion of internet of things (Iot), new key term
- New examples of companies using Big Data to show how training supports business goals (EMC, Mixpanel)
- New discussion of agile design and development of training (new key term)
- New assignments on robots, artificial intelligence, machine learning, and Guild Education
- New discussion question on employer investment in training
- New end of chapter case on Dynamic Group's use of robots
- New and Updated Part Cases & Questions
- Updated – Dow Chemical Sends Leaders to Work in Unfamiliar Surroundings (Part 1)
- New – Everyone Can be a Leader at CA Technologies (Part 2)
- New - Safety Training at Bloomingdales (Part 3)
- New- Nike Losing the Race for Diversity (Part 4)