

Companies Want More For Less

By: Lee Xieli, Singapore
Published: 1 hour 39 min ago

LEARNING & DEVELOPMENT

Singapore - Organisations are expecting higher productivity levels and a greater business impact from their workforce even though they do not plan to increase their budget for training.

A new global learning survey conducted by ESI International found that nearly 49% of respondents from both private and government organisations expect their total learning and development (L&D) budgets to remain the same. Only 12.5% plan to increase their L&D budgets.

However, seven in 10 organisations report that innovative learning solutions are needed to accomplish their business objectives.

Yet nearly two-thirds of companies expect to see tangible results, particularly in workforce productivity, from any investment they make in training employees. Over half (52%) said they would need to see effective business cases to approve additional learning investments.

Respondents said professional development courses should be supported by a variety of learning modalities (71%) and delivered through blended solutions (57%). They added that leadership development (53%) and developing business acumen for technical professionals (40%) are two important areas of training investment. Some organisations are also adapting their learning programmes to include "just-in-time" learning applications to engage tech-savvy younger employees.

ESI said, "Commercial and government organisations now operate with a lean workforce, where employees, regardless of level, must have the capability to lead and execute work across cross-functional teams."

According to ESI, here are three main strategies to develop effective L&D projects:

1. More results-oriented

Organisations must develop a supportive and complementary work environment, where managers and business processes help employees apply new knowledge and skills immediately upon return to work.

To support learning transfer, training programmes should comprise of action learning events, or "learning by doing". Learning modalities (instructor-led, e-training, virtual, peer-to-peer, mentoring, social media.) will also be required to support business outcomes and develop the skills needed on-the-job. Having employees work on real deliverables in the classroom helps learning transit from theory to experiential.

Organisations should also use quantitative measurement tools to track business impact, and support the business case for continued learning investments.

2. Be more flexible and relevant

To achieve flexible and relevant content, deploy blended learning solutions that expand beyond the classroom and deliver content when and where needed to compensate for limited training funds and maximise a learner's time on the job.

Blended learning is a customised approach which combines a range of delivery modalities at all stages of the learning programme. Just-in-time tools, learning-on-demand and self-paced online learning are some methods that ensure learning programmes are relevant and easily accessible.

A multi-touch, blended learning programme must:

- Support the learner's ability to recall and repeatedly apply the content in their work environment.
- Reflect and be tailored to support organisational methodologies, culture and technical readiness in order to assure an engaged and productive workforce.

3. Increase emphasis on leadership development

- Equip the workforce with critical thinking skills and business acumen to identify organisational priorities and design the appropriate responses within a business context.
- Support a culture of individual accountability to speed up decision-making, ensure successful project outcomes and ultimately, to assure organisational effectiveness.
- Rapidly develop the capabilities of less tenured employees so they may manage and lead successfully to ensure continuity and productivity.
- Achieve a new level of team dynamics to create more integration and cohesion on projects and programmes, resulting in greater workforce productivity.

To subscribe to *Human Resources*' monthly print magazines and daily online newsletters, please go to <http://www.humanresourcesonline.net/subscribe/>

To get the latest HR news to your desktop or mobile, follow Human Resources on [Twitter](#) and [Facebook](#)

To view exclusive HRTV videos and commentary on HR issues, visit [The Office Snitch](#)

Share

Find us on Facebook



Human Resources magazine

Like



Human Resources magazine

Banks in Asia face hiring struggles

breaking news | Human Resources Online
www.humanresourcesonline.net

Human Resources, SINGAPORE Briefs, Banks in Asia face hiring struggles, Recruitment, Trend Retention, Turnover, Talent development,

20 hours ago

Facebook social plugin

Events

- **Saturday, 26 Nov 2011**
[Hercules Trophy Singapore](#)
- **Wednesday, 16 Nov 2011**
[ASTD-STADA Asia Pacific Conference 2011](#)
- **Monday, 3 Oct 2011**
[Action Reflection Learning Workshop By Ernie Turner](#)

Wednesday, 7 September 2011, 02:00 PM

[Click For Full Gallery](#)

-->

Performance Management

You folks are still using KPIs to manage performance? Seriously?

www.twc-consult.com

Find Hotels in Singapore?

New Singapore hotel deals everyday. Low rates guaranteed. Book now!
Agoda.com/Singapore_Hotels

[AdChoices](#) >

Online Diploma Courses
Study Online at Own Time &

More quality Lighthouse titles

Get your marketing department up to speed with Asia's most read marketing site
marketing-interactive.com

Want to get on the right side of the procurement department?
Direct them to Procurement Asia

Place Globally Recognized
Online Diploma
InformaticsGlobalCampus.com/Dipl...

E Learning -70%
Vouchers for Online Courses
Learn with Groupon for Less
Now!
www.GROUPON.sg/Singapore

AdChoices 

**MICHIGAN Executive
Educ.**

No. 1 Executive Education
Courses For Six Consecutive
Years.
MichiganExecutiveEducationAsia.com

HR Master Open House
Temple Univ S'pore HR Open
House Begin your Future
Now
www.ieec.asia/MSHRM

AdChoices 