

COMPARING 'LEARNING' TO 'TRAINING'

The reason for getting injured while boarding a running bus or train was that in some way you made a mistake. Sometimes learning takes place without necessarily being planned. Training is different, it is done for a specific purpose; it is concerned with helping someone to learn - quickly and effectively. Training requires a clearly defined outcome - for example, imparting training to the personnel deployed for VIP security on how to get into a moving vehicle. It also requires that we provide effective learning conditions - for example, the task is demonstrated, an explanation is given on how it should be done and the standard of performance required is defined. The trainee is given an opportunity to practise under supervision.

DEFINITION OF TRAINING

Learning is the direct outcome of a specified performance 'training'. Training is defined in the Glossary of Training Terms as:

"A planned process to modify attitude, knowledge or skill behaviour through learning experience to achieve effective performance in an activity or range of activities. Its purpose in the work situation, is to develop the abilities of the individual and to satisfy current and future manpower needs of the organisation"

The distinction between 'learning' and 'training' is that learning refers to a naturally occurring process that may, or may not contribute to a person's job performance. Training is a planned process that directs learning towards achieving specific outcomes, leading to achieving performance objectives.

IDENTIFY TRAINING NEEDS:

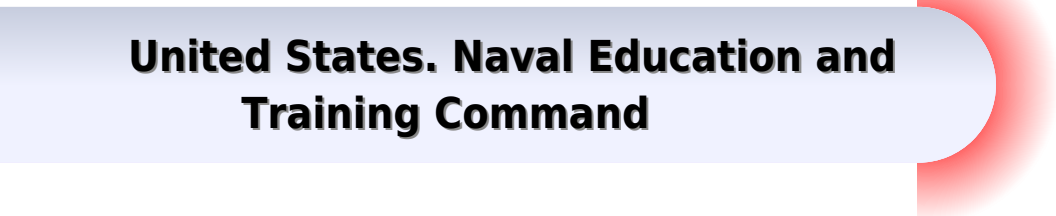
We need to conduct Training Needs Analysis if we want to solve the performance problem or improve performance. Training Needs Analysis can be done for an organisation as a whole, or for a particular section or function. It can include analysis of an organisation's current performance problems, or in anticipation of changes that are likely to occur. TNA focuses attention on 'performance' to identify training needs, along with other, non-training implications. Once performance problems have been analysed, they can be reviewed according to their importance. Having established priorities, further, more detailed analysis can be done to identify precise training needs. These needs should concern everybody associated with a particular performance problem, irrespective of their status or number. Analogy

Imagine you are ill and decide to visit a doctor, a situation analogous to a Head of Department seeking assistance from a trainer. The doctor will examine you, asking questions about the symptoms of your illness, possibly carrying out tests to investigate your illness in more detail and, if necessary, seeking specialist advice. Usually, by means of this systematic approach, the doctor diagnoses the cause of your illness and recommends appropriate treatment.

This approach is thorough and professional, so you have confidence that the recommendations are relevant to your problems. Contrast this with a situation where your doctor, without any examination, offers you a selection of standard treatments - inviting you to decide which one seems the most suitable. Thankfully, in the medical profession an approach such as this does not happen.

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