

The background of the entire page is a dark, textured surface, possibly a workbench or a concrete floor. Scattered across this surface are several metal tools. On the left side, there is a large adjustable wrench and a smaller open-end wrench. In the upper center and right, there are several sockets of different sizes and a ratchet handle. The tools are arranged in a somewhat haphazard manner, suggesting a workshop or a toolbox.

# The L&D Dilemma: What to Train?

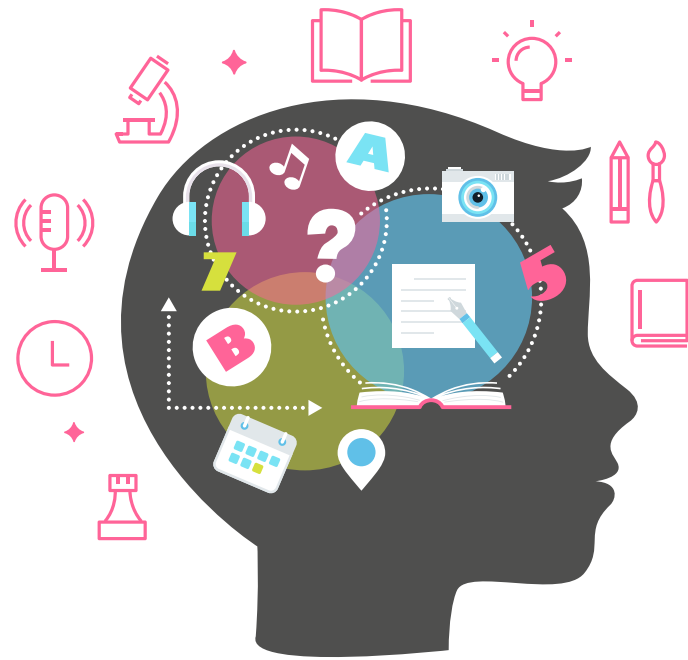
The Art of Understanding What to  
Train Your Employees In

Part II of III



# TABLE OF CONTENT

- 01** INTRODUCTION
- 02** THE SCIENCE OF STRATEGIZING TRAINING PROGRAMS
- 03** WHAT TO TRAIN
- 08** TRAIN UP, OR HIRE IN? HOW IS TRAINING BETTER THAN HIRING ANYWAY?
- 10** CONCLUSION



# INTRODUCTION

The Learning and development industry is in a constant state of flux – continually adapting and changing as technology, user needs, and best practices evolve. In the recent years, there has been a noted increase in L&D initiatives in geographies that align with a shift towards the prioritisation of learning and development over hiring.

With many organisations now exploring new approaches to L&D that include artificial intelligence (AI), machine learning, technology-supported personalised learning, and data analytics, the question that often comes to mind is – how can organisations adequately prepare themselves for the continually evolving training and development trends and what they mean for the HR fraternity?

# THE SCIENCE OF STRATEGIZING TRAINING PROGRAMS

Building a training program is not rocket science, provided you are aware of the fundamental questions that decide the ROI of every learning and development initiative, popularly known as the **L&D Trifecta**.



Answers to these three questions combined will give you enable you to align your L&D initiatives to your business goals and allow you to justify your L&D expenses to the top brass.

Want to read **“Whom to Train”**.

# WHAT TO TRAIN



Deciding what to train in can be a major source of concern as it can directly affect the ROI of your training program based on the capacity and willingness of your employees to go through the training process.

To ensure maximum engagement while aligning business goals with the learning and development process, a **proximity index analysis** becomes necessary.

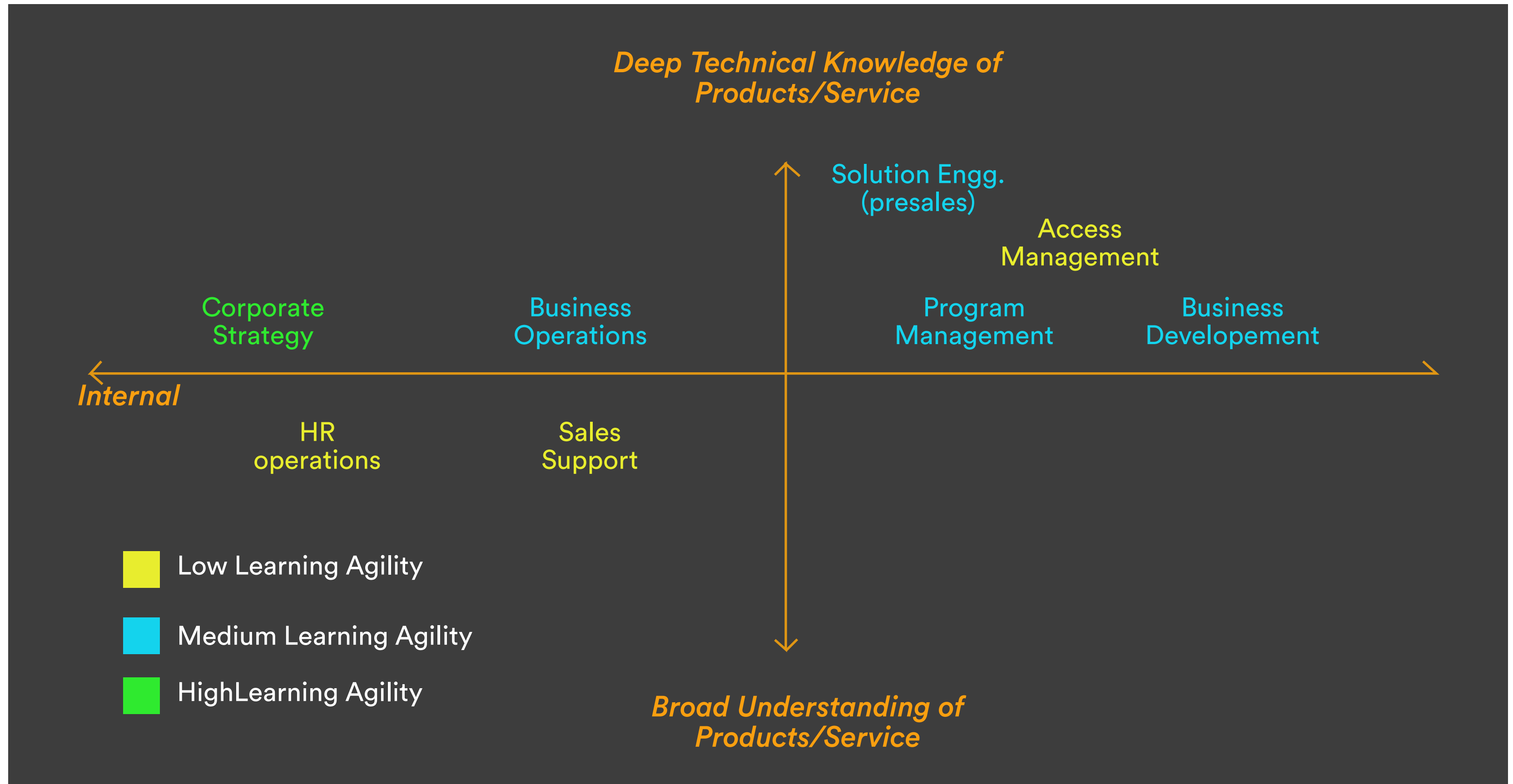
## Proximity index analysis can be used to

- ✓ Compare skills required for one job family, vis-à-vis skills needed for other job families
- ✓ Understand the commonality between skills in different job families
- ✓ Develop the Proximity Index Chart for all the job families

This data will help you understand the best course of training for every employee as it takes into consideration existing domain knowledge while matching it with the skill-set required in the organization.

# Proximity Index

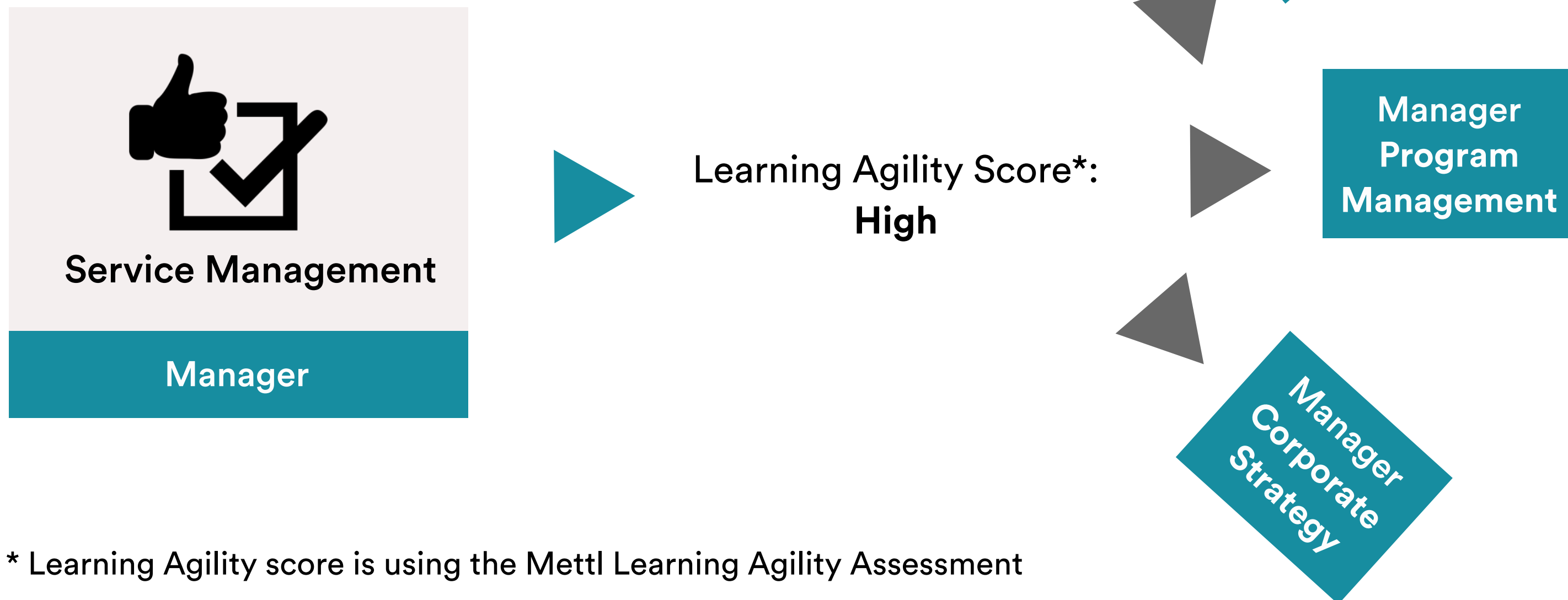
Based On Skills And Learning Agility



Based on data provided by the proximity index (which tells you about the trainable skills for every employee), you can also **determine new job roles** for the employee, thus eliminating redundancy and achieving maximum efficiency within the workforce.

## Logical Proximity Rules

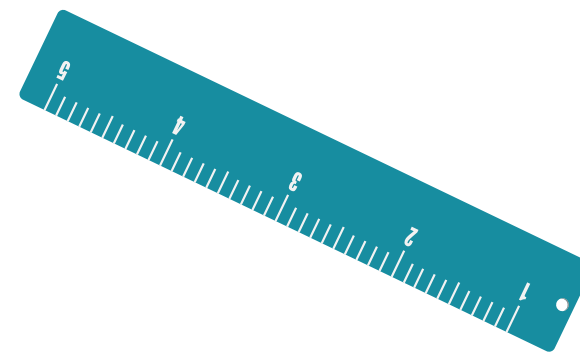
New Role Requirement



\* Learning Agility score is using the Mettl Learning Agility Assessment

The tools required to prepare a proximity index and determine logical proximity roles are

- ✓ Learning Agility Assessment
- ✓ Domain Knowledge Assessment



## Measuring Learning Agility

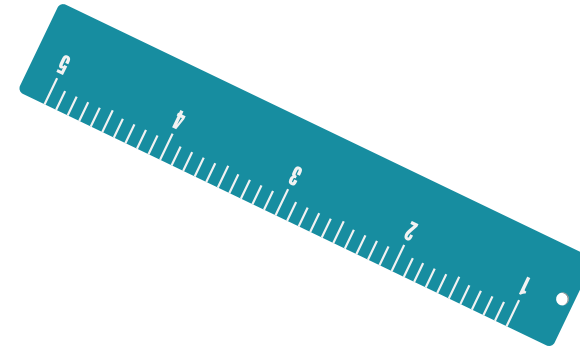
Mettl's Test for Learning Agility is based on Learning Agility Simulation exercise which helps measure three major constructs for Learning Agility.

**Learning Speed** - speed with which information makes its way to working memory and retrieved which in turn lead to specific behavioral response.

**Flexibility** - measures the metacognitive abilities of candidates, which reflects one's ability to think about own's thinking.

**Pattern Recognition** - measures how individual identify logics from patterns and solve problems.





## Measuring Domain Knowledge

**Domain Knowledge Assessments** from Mettl are research-backed assessments that are designed by experts in the respective domain and give you a holistic view of the candidate's abilities in that specific domain.

Domain knowledge assessments can be customised to meet the requirements of profile as and when needed.

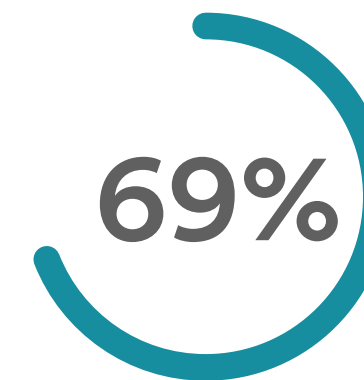
# TRAIN UP, OR HIRE IN?

## HOW IS TRAINING BETTER THAN HIRING ANYWAY?

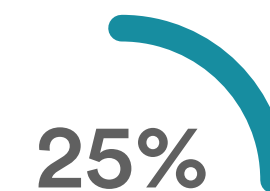
Every organisation invests a considerable amount of money to recruit new employees. But what happens when an employee leaves the team? The employee not only takes with him the skills and knowledge learnt during training but also leaves a void that the company needs to fill once again.

Human resource specialists have often observed that the benefit of hiring an experienced external candidate over training existing employees is negated as the new recruit needs time to adjust to the corporate culture and develop friendly relationships before delivering results.

According to the workplace learning report published by LinkedIn,



L&D professionals say that talent development is the number one priority in their organizations.



L&D professionals are expecting a budget increase for L&D programs in the coming year.

Training existing employees to accept newer responsibilities is quite simpler and perhaps better for organisations than hiring new employees. In fact, many companies do not employ any senior managers externally and prefer to promote internal candidates. The reasons could be

- Hiring new employees involves recruitment costs. In addition to that, you still need to have an onboarding training so that they get familiar with organisational procedures and rules.
- Recruits from outside the corporate culture come with their baggage of ideas and practices which may or may not fit the company culture and ethics. They might also have to do a lot of unlearning before being able to apply their knowledge to the new job.

- 1 Develop managers and leaders.
- 2 Help employees develop technical skills.
- 3 Train all employees globally in one cohesive way.
- 4 Support career development for employees.

# CONCLUSION

The arena of learning and development has undergone massive changes in the past few years, with the onset of new technology, a Mobile-first mentality, and the influx of millennials in the workforce.

In order to keep your employees up to date with the ever-changing requirements of new skills, you need to be have data-backed insights to be able to continually improve your training programs, and get consistent return on expectations.

Look forward to learning more about how to create a training program with high return on investment in our next ePaper, and feel free to drop us a line in case you have any more queries about the same.

**Until next time!**





# What is Mettl?

Mettl is a SaaS based assessment platform that enables organizations to create customized assessments for use across the entire employee lifecycle, beginning with pre-hiring screening and candidate skills assessment, training and development programs for employees/students, certification exams, contests and more.

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