



# The Main Features of Corporate Training in The Modern World

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**ABSTRACT**

This article provides information on the importance of determining the need for this process at the level of the organization, division and specific employees, as well as implementing measures to motivate them to learn when designing an employee training system. It is also noted that in training employees of an organization, it is important not only training, but also the development of employees using the principles of coaching.

**Keywords:**

Having its own corporate training center not only helps an organization maintain its existing human resources potential, but also provides a stable competitive advantage over other companies. However, different cultures, business specifics, different goals and objectives of enterprises determine differences not only in the structures, but also in the capabilities of their corporate training centers. And this, in turn, leads to the need to take into account the specifics of the corporate training center when setting the tasks that it must solve in carrying out its activities.

Training and development is one of the most complex processes in personnel management. How to build a system of training and development of an organization’s personnel, and by what criteria to evaluate its effectiveness – these are the complex issues that educational organizations face. The lack of a unified system in training is the most dangerous mistake: on the one hand, it indicates that the organization does not have a strategy and long-term development plans; on the other hand, multidirectional training will exacerbate

existing problems and may become a major obstacle to the development of a training plan. Many modern organizations have created corporate universities, but not every one of them systematically develops the knowledge and skills of employees. Typically, these institutions have a set of courses and training programs that are designed to develop competencies defined by the organization's leadership. First of all, the manager needs to build on the problems solved by employees and be able to analyze the development of the market and the organization itself, building training programs in such a way as to develop in the staff the knowledge and skills necessary for work.

Setting tasks should be carried out using the SMART method (task setting tool), that is, tasks should be:

- S – specific,
- M – measurable,
- A – agreed,
- R – realistic (attainable),
- T – time bound (having clear deadlines).

Blended learning with a large share of e-learning components has proven itself in solving the following problems:

- accelerated development and launch of new products and products to the market;
- rapid implementation of new information systems and business processes;
- increasing the legal competence of the organization's employees;
- effective training of newly hired employees;
- integration of geographically distributed employees of the organization and creation of a corporate culture;
- improving the leadership skills of employees and increasing the number of business development projects;
- improving sales by training effective and knowledgeable salespeople;
- learning foreign languages and professional vocabulary;
- retaining customers and suppliers by training them in the use of products and services.

There is such a thing as benchmarking (studying the state of competitors or industry leaders). Allows you to understand where there is overlap with competitors and where there is divergence from them, whether the training processes are effective enough, and what methods of advanced training should be adopted. This data is especially effective if it is necessary to create a new training system. Such a system will allow you to quickly find and select optimal methods for developing the organization's employees.

Benchmarking allows you to:

- assess the effectiveness of the development system and its competitiveness;
- find ways to increase the impact of training and the most effective methods;
- prevent the occurrence of problems and shortcomings.

When designing an employee training system, it is important to carry out measures to build their motivation for training, identifying the needs in this process at the level of the organization, department, and specific employees. When

preparing an organization's personnel, it is important not only to train, but also to develop employees, using the principles of mentoring.

The best staff will be found in the organization that ensures that employees are informed about issues related to their position in the organization and responsibilities. In addition, employees must know that they are valued and supported in the organization, as well as understand the main areas of activity, that is, actively use feedback. People will work in an organization where their development is encouraged. The effectiveness of training will also depend on how the organization "immerses" the employee in the social and professional environment, how the system of work is built to consolidate the acquired knowledge and its further application in practice. The knowledge, skills and abilities acquired during training become truly significant for an employee only when they form the basis of his self-realization in life. If he treats corporate training as personally significant, then his level of knowledge acquisition, mastery of skills and, as a consequence, the effectiveness of their application increases significantly.

Currently, the quantity and quality of new practical material used in the work of departments, departments, personnel specialists and other employees is very intensively increasing. All proposed tests, cases, role-playing games and exercises are selected or developed with the condition that they contain one or more tasks from the list of criteria. For example, a group of employees is given a specific task, information and time within which to complete it.

It does not matter at all whether this task is similar to the actual functions of the employees. This could even be solving a puzzle when each participant has only part of the general information. Sometimes the method of exchanging information is limited - only verbally; the text of tasks cannot be transmitted, for example, like this.

It is possible to formulate such conditions so that the case provides for a conflict of interests of the participants in advance, then a conflict situation is likely to arise. Thus, we will have a case that will help to clearly track the presence

or absence of the following evaluation criteria in the behavior of participants:

- leadership skills;
- ability to work coherently in a group;
- desire to take initiative and responsibility;
- ability to prevent conflict situations;
- ability to negotiate;
- effective communication skills;
- another.

Having prepared and conducted three or four different cases, we can quite clearly determine whether this behavior of each of the participants was random or is it already a pattern, and here we are really talking about the possession of skills.

It is better to record the assessment procedure (tests, cases, etc.) on video, since the criteria are not sufficiently standardized, so difficulties may arise for those conducting the assessment - it is not always clear to which category to classify certain reactions and actions of the participants. The process of drawing up practical cases begins directly with a detailed clarification of the task and determination of the results that would be desired.

There is one more important detail. People really learn not only, or rather not so much, at their desks; this process takes place much more productively in a real situation, so it is advisable that after each thematic block there is a small educational block summary.

For example, if the case is about negotiation, then the summary should include the following main questions:

- principle of negotiations;
- main stages and their tasks;
- strategies used in negotiations;
- interaction with difficult opponents;
- practical training of individual points.

The number of questions depends on the availability of time and the amount of information that needs to be given to participants. Although the main task is to identify the necessary employees, training and proper understanding of these topics by employees will benefit them.

In fact, compiling a specific set of competencies is a separate topic and requires a creative approach from the specialists who prepare it. In

addition to the willingness of management to follow the course of personnel development, it is also necessary to implement a procedure that will identify the potential of employees and create conditions for their subsequent growth. There are quite a lot of options here, but they can all be combined into two fundamental approaches: talent management and employee development management.

The first assumes that the organization, using some assessment method (managerial assessment, performance assessment or competency assessment), selects from among its working employees those who have the potential for further development, the so-called high-potential employees. This approach is called "talent management".

The second assumes that every employee has the potential for further development. Not every employee will necessarily become a leader, but by developing his potential, he, firstly, will be more in demand in the organization, and secondly, he will be more motivated and devoted to the organization, realizing that it cares about his development. And for the organization in this case, the benefit is obvious: a motivated, loyal employee is a support in the market. For example, to assess the potential of employees and make decisions regarding promotion, you can use a regular procedure for assessing the head of each structural unit of all its employees.

Moreover, attention is focused not only on assessing the employee's performance, but also on the direction in which this employee should develop further: is he ready to move to the next position in his professional area, or does he have potential and interest in growth in another area, what training is required for the employee, etc. The success of an organization largely depends on the competent, reliable, well-organized work of its staff, and issues of loyalty play an important role in this. Organizations that understand and share the values of employees, in particular the needs for professional and personal development, have a corporate training system.

If we talk about the main areas of corporate training, we can highlight the following main areas:

- maintaining existing qualifications and developing new skills as technological or management changes (advanced training, professional retraining);
- personnel promotion programs, - formation of a personnel reserve and its training;
- adaptation of new employees, - initial training;
- support for innovation and organizational change.

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