

MAIN TYPES OF STAFF TRAINING AT ENTERPRISES

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Today, advanced training of employees is a necessity. The purpose of advanced training is to remain a professional, to be in trend, to know about all the innovations in your specialty, to perform work at the level dictated by the market. In addition, the purpose of advanced training, including - career advancement and personal development.

Traditionally, there are three types of advanced training: primary, task-based, and cross-functional. Let's look at each type in more detail.

- **Primary advanced training** is a basic training program for new employees. When a new employee first joins a company, they undergo onboarding: they are taught the rules, methods, and work standards that are accepted in the organization. Such training usually takes place quickly, within a week or two — the exact time frame depends on the level of requirements in the company and the position the person has come to.

- **Task-based training** is designed to develop new skills of current employees. This type of training helps staff improve their level of professional training, for example, learn new methods in their professional field, learn to work with advanced technologies or manage a team. The methods of improving skills for tasks depend on what skills need to be developed - hard or soft skills. To improve hard skills, long-term programs are often designed for several months. And to develop personal qualities - shorter ones, for example, a seminar for several days or training for a couple of hours.

- **Cross-functional** is a full-fledged retraining, where a person masters a new direction or one related to the current one. This method of improving the qualifications of personnel in companies is used if the requirements for the profession have changed significantly or the employee is being prepared for a transition to a new position. Usually, this is long-term training, which lasts from several months to several years.

Methods of improving personnel qualifications

Employee training methods are divided into external and internal. External training is conducted outside the company, and internal training is conducted using the organization's resources. To select the best methods for improving employee skills, it is important to assess the situation and make a plan. To do this, look at the company's overall development strategy, the needs of departments and employees, the level of education and skills of the staff, and the financial capabilities of the business. These indicators will help you avoid making mistakes with training methods at the start. What methods can you choose?

External methods

Conferences and forums . These are offline and online events where employees from different organizations communicate on a given topic. Such events use a communicative teaching method: people discuss the topic, share experiences, and comment on speakers' reports. For example, at a sales conference, employees learn about new methods of attracting clients and share their developments.

Trainings . Group classes during which employees perform practical tasks. Trainings are effective for improving professional skills - for example, you can improve your skills in using new software products and technologies. They are even more often chosen for developing soft skills: communication in a team, leadership qualities, organization of the work process.

Self-study . The employee studies the materials that are in the company's knowledge base on their own. This method is usually combined with subsequent testing or practical assignments. The form of self-study shows whether the employee can take responsibility for acquiring knowledge, solve problems, and understand when to ask for help.

Interactive courses . In this method of improving the qualifications of employees, a person interacts with people or the learning environment. Interactive courses are conducted in offline formats and increasingly online. Offline, master classes are organized and physical models are used, such as mannequins for nurses or driving simulators for drivers.

Business game . Employees simulate real work situations, for example, make a product presentation, conduct negotiations training, calm down a dissatisfied client. In a business game, employees are completely immersed in a professional situation, understand the logic of its development, and look for solutions themselves. After such training, they are more likely not to be confused when faced with a similar situation in real work.

Basket method . This is a practical way to improve the skills of an employee, when a person is trained by several trainers. It is usually used to train a manager to see if he can cope with the position and perform several tasks at the same time under a heavy workload.

Like the business game, the basket method is based on imitation of situations that occur at work. The name of the method comes from the English word basket, because it imitates sorting business papers in a basket in combination with other tasks. For example, an employee is asked to draw up a meeting plan, sign documents, talk to clients, and discuss a project with a subordinate in a limited time. This method helps prepare a person for a management position.

Case study . Case study is a method of specific situations, when employees are trained through case studies. During the training, employees analyze the situation, understand the causes of the problem and offer solutions. For example, support service specialists can learn to resolve conflict situations with clients through cases, and managers can eliminate problems in organizing the work of the team.

Internal methods

Coaching . This is work with a specialist assigned to an employee who helps to acquire the necessary professional skills. The coach does not offer his own solutions, but uses questions and techniques to help the coachee find his own solutions. This method is useful to implement in two cases: when there is no continuous training of personnel and the specialist needs narrow knowledge, for example, the development of sales competencies.

Mentoring. This method is somewhat similar to coaching: it involves working with a more experienced employee. The main difference is that with mentoring, a senior employee passes on his experience, knowledge, and skills to a junior specialist. He can offer specific solutions and give advice based on experience. And this is different from a coach, who suggests finding a solution on your own.

Briefing. A short training session on work rules and regulations, often used during newcomer onboarding or when implementing new technologies. For example, during a briefing, you can teach employees about the capabilities of a program, safety rules, or principles of working with clients.

Rotation. A specialist is temporarily transferred to another department or position. This method of improving the employee's qualifications helps him to immerse himself in a new work process, gain new experience and bring it to his work. For example, in the marketing department, employees can rotate between different projects and departments to gain experience in other areas - digital marketing, analytics, product marketing.

For the vertical development of an employee, two rotation methods are best suited: promotion and transfer to another branch. With a temporary promotion, the employee is given new responsibilities, and for this period, the salary is increased, which corresponds to the temporary position. When transferring to another branch, the person's responsibilities do not change, but the new environment stimulates the exchange of experience and the development of soft skills, such as communication skills and quick adaptation to new conditions.

Storytelling. Using storytelling in staff training allows you to convey knowledge in the form of a story with a single plot and characters. Instead of simply listing facts and rules - exciting stories about colleagues, managers, clients. Storytelling helps to involve a person in training, hold attention and immerse them deeper into the material.

Tutoring . This is a method of training an employee according to an individual program. A plan is made for each employee that will help bring him to a new level of qualification. For example, an experienced developer can be a tutor for a middle developer. He himself makes a training plan and helps to understand new tasks that the employee will solve after upgrading his qualifications.