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TRAINING MILLENNIALS: A REVOLUTIONARY SHIFT

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Training Millennials: A Revolutionary Shift

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ABSTRACT

Purpose – The purpose of this paper is to present the trends and practices in the field of training and development of graduates “Millennials”

Design/methodology/approach – The paper sums up the issues which identify advances in the field of training for graduates and their continuous development. This literature review based paper presents the recent trends in training and development programs carried out for the Millennials. Automated insights from R Studio have been used for analysis of literature.

Findings – The paper discusses “Millennials” possessing different characteristics from their predecessor generations making companies stringent towards recruitment, managing the pool of talent with potential skills and certifications in mind.

Originality/value – This paper reflects recent developments in the field of training and development of the millennials.

Keywords Training, Development, Graduates

Paper type: Review Based Paper

INTRODUCTION

- In the present era where globalisation is on its rise, where the organizations are going through utmost transformation due to development of Indian Economy and cut throat competition, apart from the strong financial foundations, automated systems; the quality of human resources in an organization is the main resource which decides about the ultimate survival of the organizations.
- There has also been rapid transformation in organisation structure and work practices. These changes would definitely have a significant impact for training and development of the upcoming generation “Millennials”.
- Millennials are the most valuable assets of any country.

INTRODUCTION

- The individual success and growth of the youth defines the performance of the country as well as the organization in which he/she is working. In today's era, with the increasing self-awareness graduates are found to be keen in joining the organizations which provide them with the opportunity to enhance their knowledge and skills, making them capable enough to meet the present and future challenges.
- In the present scenario, therefore, developing and grooming the youth resources in such a way that they are not only useful, valuable and most important human assets for the present, but are proved to be the most vital and unique for the future also is very important. This literature review based paper presents the recent trends in training and development programs carried out for the Millennials.

OBJECTIVES

- To develop an understanding about the millennials in organisation.
- To gain insights about the recent trends adopted the organisations wrt to millennials.

RESEARCH METHODOLOGY

- The research design for this paper is exploratory in nature. An extensive analysis of the existing literature on training and development of 50 papers has been carried out.
- Research papers have been retrieved from various national and international journals. Various related key words such as training, graduates, skills, millennial were used to locate the relevant studies for analysis. R software has been used for initial analysis of literature.
- R is a software package that allows users to import, sort and analyze text documents, spread sheets, databases, documents and PDFs.

LITERATURE REVIEW

Who are Millennials??

Millennials were born in or after 1981 (Howe & Strauss). Millennials should not be confused with the Gen-X generation, also known as the born between 1961-1980 . They are more affluent, better educated, more ethnically diverse, immersed in technology, multi-taskers, and have the ability to accomplish anything they set their mind to. Millennials have a sense of entitlement mostly because of the way they were raised . There are both positive and negative reactions to this generation but no matter what the opinion, Millennials are here to stay.

Millenials have neuroplasticity (growing up with constant technological stimuli) which in turn changes the way Millenials brain are wired. Therefore, they think and process differently than the previous generations and must be taught in s different manner.

Characteristics of Millennial Generation

Author(s)	Characteristics of Millennial Generation
Feiertag & Berge (2008)	Hypertext mindset, multi-tasking, lack of communication skills, graphically-oriented, expect immediacy, don't respond well to lecture, require tailored information, require technology
Meister & Willyerd (2010)	Attention sponges, need constant feedback, in a hurry for success, view work as a key part of life, want a personally fulfilling life, have high expectations of themselves and others, committed to community service, academic overachievers, live a mobile, collaborative, and immediate lifestyle
Skiba & Barton (2006)	Digital natives, fiercely independent, open about emotions and intelligence, inclusive, express views freely (often strong views), innovative, preoccupied with maturity, investigative, desire immediacy, sensitive to interests of others (especially employers), authenticate before trusting, close to parents, value intelligence, need group activities, multi-taskers, first person learners
Donnison (2010)	Confident, optimistic, self-assured, high self-esteem, informed, knowledgeable, experienced consumers, ambitious, success-oriented, goal-achieving, over confident of employability, skills and abilities, collaborative
Glass (2007)	Patriotic, benefitted from technology, socially minded, confident, team-oriented, structured, high self-esteem, results-oriented, constant feedback

MILLENNIALS AND WORKPLACE

Author	Research
Hanna, 2009	The way which can be implemented in the Training of the new recruits or the millennial, to get the effective results is by utilising technology and by making training sessions interactive, practical and original.
Molenda, Pershing, &Reigeluth, 1996	The new and upcoming training technology is to use the technology and ideas of gaming and turn it into how Millennials are trained. The research supports this type of learning tool and even says it is possible to evaluate.
Tyler, 2008	The researcher suggests the following topics for an effective training: dressng professionally, professional etiquette and good customer service, written communication, confidentiality, accepting and giving criticism, and critical-thinking skills. This training may appear juvenile, but Millennials do not understand that their generational characteristics come across as lazy, incompetent, and inappropriate in the workplace. Millennials respond to clear expectation and rational reasoning. Millennials need specific examples in order to change any unwanted work behavior. They are quick to learn and respond, but lack initiative. also explains that Millennials require clear boundaries and consequences to failing to adhere to boundaries and expectations. Millennials may respond well to computer-based training, but face to face training can keep their attention and assist the trainer in assessing needs and deficiencies. Millennials also respond well to group activities, problem-solving, and critical thinking activities as well as interactive exercises, peer teaching, and hands on practice
Jien and Darby (2005)	Discussed the concept of training and development in the context of expatriates and other country nationals in Chinese Multinational Enterprises (MNEs).Expatriates generally receive pre-departure and post-arrival training. The authors of the above mentioned paper examined the reasons for not providing adequate training to expatriates by Chinese MNEs and the approaches of Chinese MNEs towards international management journal.

<p>Carbery and Garavan (2004)</p>	<p>Explained the importance of training in organizations and highlight the need of training in an unpredictable situation. If the training program is effective, then the employee can be motivated to face the difficult scenario. It establishes the relevance of organizational restructuring and downsizing to employees.</p>
<p>Becker, 1975; Schmidt & Lines, 2002; Harrison & Kessels, 2004</p>	<p>Observed that the central factor in HRD is the human resources or the human capital in an organization. They are viewed as the driving force for the success of organizations because of their skills, competencies, knowledge and experience. Moreover, it has been suggested that for organizations to compete successfully in a global economy, it is important to hire sufficiently educated and skilled employees and provide them with lifelong learning skill.</p>
<p>Norman Bowers and Paul Swami (1994)</p>	<p>The study shows that on recent trends in job training analyzes new data on job qualification and training. Between 1983 and 1991, the share of workers reporting skill-improvement training on their jobs increased as did the wage premium for this training. Skill demands appear to have shifted toward general and cognitive skills best taught in formal training programs and schools and away from specific and manual skills acquired through informal on-the-job training.</p>
<p>Luster man (1985)</p>	<p>The researcher found that over two-fifths of the responding organizations reported significant changes when training effectiveness was evaluated.</p>
<p>Nicolo Peterson</p>	<p>emphasizes in the study on new trends in training and development: A model essay that continuous learning is possible for an organization only through training and development of human resources. Only then the organization can bring the suitable changes while transform the organization into a learning organization.</p>

<p>Beardwell& Holden, 2003; Cascio, 1998; Cherrington, 1995; Dessler, 2005; Ivancevich, 2003; Mondy&Noe, 2005; Noe, Hollenbeck, Gerhardt & Wright, 2006; Torrington & Hall, 2000; Yong, 2003</p>	<p>viewed training and development as an important activity that contributes to an organization's overall effectiveness in human resources management and that training and development is required to build and sustain an organization's competitive advantage via skills and knowledge enhancement.</p>
<p>AbdusSattarNiazi (2011)</p>	<p>In the FMCG industry at global level, the business environment has changed with intense pressure on organizations, to become 'Learning Organizations' and stay ahead of their competitions by bringing innovation/reinvention in training and development strategy whileemphasizing on planning, designing, implementing and evaluating the training programs.</p>
<p>MarziehSaghafian (2018)</p>	<p>The main need is for definition of pure educational concepts such as effectiveness, knowledge, learning, and transfer in light of the significant changes of business and technology in last decades. Pure economic concepts such as efficiency and profitability should also be redefined in light of changes in education and technology. We need to develop new models and approaches to evaluate these educational and economic concepts in order to clarify how and why learning happens, and then to theorize how training programs contribute to long-term organizational goals.</p>
<p>Ms.FomiDwivedi and Ms.ShriyaRathod (2017)</p>	<p>An Organization to manage with the CHANGE; INNOVATIVE PRACTICES and TO COMPETE with NEW DEVELOMENTS- Training is highly desired.</p>
<p>Lindsey Farrell Andrew C. Hurt(2014)</p>	<p>This review identified six characteristics of millennial learners. A discussion of these characteristics and suggestions for training development is provided. Through this review, six synthesized characteristics of the millennial generation have been identified: 1. ability to multi-task, 2. desire for structure, 3. achievement-focused, 4. technologically savvy, 5. team-oriented, and 6. seeking attention and feedback.</p>

EMPLOYABILITY FRAMEWORK

Abraham and Karns (2009,

Kreber (2006, 5) Multiple countries – competencies higher education institutions should provide.	Andrews and Higson (2008, 413) Employer and graduate perspectives: multiple sources.	Top 10 competencies identified by businesses in the USA	Top 10 competencies emphasised in the business school curriculum in the USA	Archer and Davison (2008, 7) Employers in the UK.	Cumming (2010, 7) Government in Australia
† Be able and willing to contribute to innovation and be creative	† Professionalism	† Communication skills	† Communication skills	† Communication skills	† Communication
† Be able to cope with uncertainties	† Reliability	† Problem solver	Problem solver †	† Team-working skills	† Teamwork
† Be interested in and prepared for lifelong learning	† The ability to cope with uncertainty	† Results oriented	Team worker	† Integrity	† Problem solving
† Have acquired social sensitivity and communicative skills	† Ability to work under pressure	Interpersonal skills †	† Leadership skills	† Intellectual ability	† Initiative and enterprise
† Be able to work in teams	† Ability to think and plan strategically	Leadership skills †	† Technical expertise	† Confidence	† Planning and organising
† Be willing to take on responsibilities	† Capability to communicate and interact with others, either in teams or through networking	† Customer focus	† Interpersonal skills	† Character/personality	† Self-management
† Become entrepreneurial	† Good written and verbal communication skills	† Flexible/adaptable	† Business expertise	† Planning and organisational skills	† Learning
† Prepare themselves for the internationalisation of the labour market through an understanding	† Information and communication technology skills	† Team worker	† Hard worker	† Literacy (good written skills)	† Technology

METHODS OF TRAINING AND DEVELOPMENT

Company	Training and Development
Adithya Birla Group	The group is driven by performance ethics attached on the value Creation for its multiple stakeholders. Its core values are integrity, leading change, excellence, respect for individual learning and sharing. To increase the knowledge and skills of employees. This group has established a centre in Navi Mumbai known by the name Gyanodaya. Gyanodaya has been envisioned as a hub, the group's competitive edge.
Infosys	Infosys Technologies Ltd. headquartered in Bangalore, provides Information Technology (IT) consulting and software services to clients globally as partners to conceptualize and realize technology driven business transformation initiatives. It is very essential for the company to upgrade its workforce regularly to compete in the global market. To overcome this challenge, Infosys provides training and development opportunities to its employee's right from the start. The company has bagged many awards from ASTD as the world's best company for providing best training and development opportunities to the employees. The company is known best for its global business foundation school which runs the program for all fresh engineering graduates who join Infosys and prepare them for the technical and environmental opportunities present in the market.

<p>Syndicate Bank</p>	<p>For this Syndicate banks first step is to analyse the training need of the employees. For the analysis of training needs they adopt scientific methods the second step is to make a tailored training program for senior officials of the bank. The two institutes play a major role i.e Syndicate Institute of Bank Management and The Apex Training Institute of the Bank at Manipal. Essar Corporate University (ECU) Essar is a prestigious and renowned group ,awarded by ISTD in 2000 for its innovative training practices. It is famous for its ECU, which is virtual learning organisation and takes various steps for the training and development of employees. The main goals of the programme are to emphasise in teams to develop networking bonding, develop trust and explore risk taking. The company has also established Essar Learning centre at Hazira which organises around 400 formal training programmes per year on subjects ranging from industrialised operations, general management and logistics management. E-modules are provided by Learning Management Systems regarding technical and management aspects to employees to make them aware about latest management and technical skills.</p>
<p>Accenture</p>	<p>Continual learning organisation process is essential for an organisation for its survival in the present era of liberalisation, privatisation, and globalisation knowledge is the core competence of organisations for coping with changes. With this the above philosophies some institutional learning centres and divisions have introduced programme “Leaders teaching Leaders” Under this programme, leaders share their past experiences for the betterment of the working styles of present employees. Its education programmes have been well known and appreciative around the business world.</p>
<p>IBM</p>	<p>IBM is a company that gives value to learning and development of employees since 1915.It has a separate and distinct IBM education department which was established to train and develop employees. IBM is known for the use of E-learning programmes to address its learning solutions. The learning approaches used in IBM programmes are learning from interaction simulation or games, collaborative learning etc. IBM is also well known for its programme” IBM connections.</p>

SHIFT IN TRAINING AND DEVELOPMENT METHODS

Recent Trend	Definition
CBT	It is a self-paced interactive training through electronic media like through using smartphones etc. Here the training programs are adapted to the specific needs of the corporates.
Internet Learning Portal E-Learning	Here various news discussion groups are formed through blogs etc and learning communities are created.
Action Learning	Learning is better by doing. Based on this concept organization gives teams or work groups an actual problem, has them work on solving it and committing to as action plan, and then holds them accountable for carrying out the plan. The essence lies in its practicality.
Web and internet based training	It is probably the biggest revolution in the world of training and development in recent years. The increased use of the internet to transport training programs for learners, whether they are individuals or groups within an organization, has been made easy through World Wide Web.
YouTube's Role in Training	YouTube serves various functions in training and its role as a training tool is hardly going unnoticed though it's still in development phase yet it can be used in training salesmen, human resource generalists/specialists, medical nurses/doctors, technicians, consultants, engineers and more.

Recent Trend	Definition
Reverse Mentoring	A new found training tool, under it the junior level employees who are well skilled in use of social media mentor their superiors in effective utilization of social media tools.
Employee Training & Development governance	Organizations are focusing on the proper governance of the Employee Training & Development function, in line with corporate governance principles.
Combined learning	Organizations are using a blend of different methodologies to facilitate learning, with a particular emphasis on electronic learning.
Create Learning culture	Organizations keep the perspective that training is a waste of time if there is no environment conducive to learning and growth
Outcomes-based learning	There is a global shift towards outcomes-based learning, in which the focus is on clear outcomes and applied competencies rather than a great deal of interesting but inappropriate information.
Talent management	Employee Training & Development is being integrated into talent management strategies, in which talented employees are given opportunities to develop their talents further so that their potential can be optimized in the workplace.

CONCLUSION

- Corporate training and development tools and technologies are rapidly changing. As there is a shift in the trend is shifting from classroom training to web base learning on the Internet and corporate intranets.
- Computers are becoming faster, smarter and smaller. At the same time social networking has allowed greater collaboration in the workforce, and a better utilization of the intellectual capital within an organization.
- These are exciting times in the field of corporate training. The new global trends in the corporate world is to emphasize more on applying systematic approach to training and development in order to achieve higher level of organizational effectiveness.
- It has also being identified as a tool to serve the employees better and for keeping them retained in the organization.

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