

Worldwide Training Industry News (May 14)

Tomorrow's Training

Business2Community, 05/14/2014, Burrus, Daniel

What will training look like in the future? According to Daniel Burrus, one of the world's leading technology forecasters and business strategists, training won't just change over the next five years—it will transform. While “change” implies differences with essentially the same function, transformation denotes something radically different. One of the biggest transformations, he says, is the growing ubiquity of smartphones. “Phone” is really a misnomer these days, as the device you more than likely have in your pocket right now is more of a personal computer - used to consume media, connect with friends, family and coworkers online and stay up to date on current events. With their ever-increasing capabilities, smartphones are going to become critical to the training industry, offering creative, interactive training tools, “just-in-time” training - where hour-long blocks of training time are boiled down into 10-minute, highly focused chunks - and new avenues for gamification. E-learning methods, specifically through the use of wireless devices, aren't just changing how we think about and deploy training materials, they are transforming them.

Grads Expect Training

Forbes, 05/07/2014, Dill, Kathryn

There is a disconnect between what recent grads think employers will offer, and what employers are capable of offering. Data suggests it might be time for new entrants into the workforce to remove the rose colored glasses. Though 84 percent of 2014 grads expect to find a job in their chosen field, just 67 percent of graduates from the previous two classes are working in their preferred industry. Eleven percent of students graduating later this month have already landed job offers, down from 16 percent at this time last year. However, the biggest disconnect isn't between college seniors and this reality. It's the near ubiquitous expectation that companies will train new hires for particular roles. That expectation contradicts the real world experiences of the classes of 2012 and 2013. But the news isn't all bleak. New-hire training programs, which were slashed to save money during the recession, are on the way back. Now that companies are in “growth mode” again, managers are openly acknowledging that cutting back on training for those at entry-level positions was a mistake that's having lasting repercussions. Now, more traditional six- to eight-week corporate training and onboarding programs are on the rise once more.

Employee Engagement at High Levels in India

Economic Times, 05/14/14

The numbers vary on engagement levels in the American workforce, but one thing is clear—those levels are not high. Many employees feel ambivalent at best, or at worst, actively disengaged from their current job. If America is falling behind when it comes to employee engagement, or even just recognizing the problem as a real issue, who is doing it right? The answer, it seems, is India. A recent survey in the country found over half of Indian workers feel committed to and engaged in their current job. In fact, a total of 41 percent of Indian respondents said they were “totally committed” to their current employer, according to the latest results from the Kelly Global Workforce Index called Engaging Active and Passive Job Seekers. The study found that across Asia, the most engaged employees are in India and Indonesia, with the lowest being in Thailand and Singapore. Across India, 52 percent of the employees said they feel valued at work, a level that has remained steady over the past three years.

Cheaters!

CLO, 04/16/14 Everson, Kate

You know that sinking feeling you used to get when you were not as prepared for a test as you thought you were? Remember how calm and collected the guy across from you looked, filling in all the correct answers with ease? Remember how easy it would have been to just glance over at his paper? We've all been there. A lot of us probably succumbed to that pressure back in school. But with the rise of test-like training materials, managers are having a

real problem with cheating employees. It's actually a bigger deal than you would think. When employees cheat on their training evaluations, they aren't just harming themselves. They are harming the organization as well, wasting both time and resources that could have been better spent accomplishing a job goal. In addition, when employees cheat on training evaluations, they won't walk away from the training program with the skills the employer paid for them to learn. While there are tactics to minimize cheating, such as randomizing test prompts and the practice of isolating the employees being tested, it's more important to impress upon employees that training (and testing) really is to their benefit.

Using Training Tools to Prevent Cyber Attack

Information Age, 05/07/14, Rossi, Ben

A recent Gallup poll indicated that less than 30 percent of employees feel actively engaged at their job. While many employers are aware of the problem, understanding the cause is a more daunting task. According to Matt Tenney, the author of *Serve to be Great*, employers are missing one key element when trying to keep their employees engaged: heart. In an interview with Mark C. Crowley, the author of *Lead From the Heart: Transformational Leadership for the 21st Century*, Tenney discovered that although our workplaces and priorities have changed dramatically in the past 200 years, we are still dependent on management by leadership tactics developed in the industrial revolution. Money is a motivator, for sure, but it isn't the only driving factor promoting engagement. To truly engage employees, their hearts must be won. By helping fulfill a deep, universal, human need in our employees, leaders can create and sustain extraordinary teams comprised of highly engaged people who achieve very high levels of success—making engagement a matter of the heart, not the wallet.

Improving the Impact of Corporate Social Responsibility

Environmental Leader, 05/15/14

Activities related to corporate social responsibility have a measurable impact on employee performance. These activities represent anything that is being done to give back to the community, such as volunteering time at Habitat for Humanity or lending a hand cleaning up local parks. These activities can reflect your organization's values, connect your employees with your customers, increase employee engagement, and help build your brand. A recent study released by the European School of Management and Technology on corporate social responsibility (CSR) activities found two factors that help improve the impact of these events. The first is to encourage your employees to relate to customers using experiences shared at CSR events. The second is to ensure management plays a visible role in the activity. The study, published in the May 2014 issue of the American Marketing Association's *Journal of Marketing*, found employees feel more connected with companies and customers when they engage in CSR activities. These activities help employees by highlighting common values shared between customers and the company.

Fostering Continuous Learning

Training Zone, 05/07/14, Schmidt, Alex

Three important numbers—seventy, twenty, and ten—represent the critical breakdown of how your employees learn best. This concept is called blended learning. Ideally, 70 percent of learning should occur on the job, 20 percent from coaching and interactions with management, and 10 percent from more formal settings. While it's a simple concept to grasp, implementation can be tricky. The 10 and the 20 percent in this equation aren't too difficult, but the biggest chunk—the 70—is where most employers have issues. The 70 should remind us that the ultimate goal is to set up a workplace where learning is constantly fostered as a continuous process that never stops. Ideally, we should implement systems that move our office cultures away from people who just turn up to go to a training event, not knowing why they are there or how they will apply these skills on the job. The alternative is a system where learners and their managers treat training as an integrated part of their daily routines.

Improving Management Accountability

Forbes, 05/05/2014, Lipman, Victor

A Harvard Business Review study revealed 46 percent of high-level managers were rated poorly when it comes to their ability to hold employees accountable. Another study, this time from Towers Watson, noted that 24 percent of companies responding to the survey gave bonuses and other compensation to employees failing to meet even the lowest possible performance rankings. The macro-level picture isn't a pretty one, according to Victor Lipman, a *Forbes* contributor. He says a significant number of managers are not holding employees sufficiently accountable, and a significant number of companies are rewarding employees when they don't perform. From a management standpoint, this is a lose-lose situation. The company pays out unnecessarily, and employees are rewarded for doing nothing more than sitting on their laurels. This is particularly problematic, as it can encourage non-productive behavior in otherwise productive employees. There are five possible solutions, Lipman says, including: Eliminating dysfunctional compensation policies, making annual objective-setting a serious business function, making candid evaluations a priority, avoiding a conflict-avoidance attitude and holding leaders accountable.

Gamification: Not a Game

The Wall Street Journal, 05/06/2014, Burke, Brian

Organizations are struggling to engage individuals, be they customers, employees or members of online communities. And gamification may be a solution to that problem. In fact, when it comes to gamification, there have

been quite a few success stories in the past few years. Nike Plus, for example, is a gamified approach to weight loss, used by 28 million people to achieve their fitness goals. Khan Academy provides a gamified educational resource to inspire learners to master subjects such as math or science. The company, Quirky, “gamifies” product development by engaging a community of 800,000 inventors to collaborate in developing innovative product ideas and getting them to market. But like many emerging trends, confusion and hype surround the term “gamification.” To be clear, the process is not about slapping points or badges onto an activity to make it more engaging. Nor is gamification about making applications look like video games or rewarding employees with prizes. Games, rewards programs and gamification in general engages people on different levels with many different purposes. While games seek only to entertain, gamification seeks to enable players to set and achieve their own goals, helping them to engage on an emotional level.

Learning the Lessons Behind Good Change Management

CIO Magazine, 04/07/14, Paredes, Divina

To understand the ins and outs of change management, it is important to learn from those who have already been there. Two years ago, media group Fairfax began moving the company's 10,500 users to Google apps. At that time, the shift was Google's largest migration in the Asian-Pacific region. “It has gone incredibly well,” Andrew Lam-Po-Tang, CIO/CTO and director group services for Fairfax Media, told CIO magazine of the migration completed a year ago. “It quickly became business as usual as far as most of my staff is concerned. For me, that is the biggest indicator of success.” So how did they do it? “Right from the beginning, we said all email will run from Google enterprise apps, and this will include all contacts and calendar functions,” Lam-Po-Tang explains. Users then had a choice on the productivity apps, such as spreadsheets or presentation tools. “We were able to re-purpose some functions to support the new desktop environment,” he says. “The reality nowadays is that email is email, and the issues people have are almost independent of the software itself: these include forgetting passwords or how to access certain things.”

Online Learning Boosts Productivity

Business2Community, 04/22/14, Clement, Josh

E-learning is not a new concept, but recent trends are making it far easier for managers to boost their employees' productivity, and ultimately their company profits, by leveraging online training tools. For many businesses, the latest change has been the advent of MOOCs, or massive open online courses, which offer online classes to thousands of learners. MOOCs became popular in university settings, but businesses across the country are now utilizing this new type of online training. And it's not just about the content; there are numerous ways MOOCs can benefit companies today, chief among them, by providing flexibility. Generally speaking, training is offered “at your own pace.” Employees can train in their spare time, not following a rigid schedule. Another benefit is team building - MOOCs embody a method of learning that asks learners to take center stage and work together. Many courses use a strategy called “flipping the classroom,” where students are given materials to learn on their own and then must apply the material in class. Goal setting is another advantage - the self-directed nature of online learning means that completing courses takes initiative and discipline on the part of the employee. To help learners stay focused, some MOOCs ask learners to state their goals as part of the courses, which helps to connect the hours of study to concrete outcomes.

The Secrets of Employee Engagement

The Huffington Post, 05/01/14, Tenney, Matt

A recent Gallup poll indicated that less than 30 percent of employees feel actively engaged at their job. And while many employers are aware of the problem, understanding the cause is a more daunting task. According to Matt Tenney, the author of *Serve to be Great*, employers are missing one key element when trying to keep their employees engaged: heart. In an interview with Mark C. Crowley, the author of *Lead From the Heart: Transformational Leadership for the 21st Century*, Tenney discovered that although our workplaces and priorities have changed dramatically in the past 200 years, we are still dependent on management by leadership tactics developed in the industrial revolution. Money is a motivator, for sure, but it isn't the only driving factor promoting engagement. In order to truly engage employees, their hearts must be won. By helping fulfill a deep, universal, human need in our employees, leaders can create and sustain extraordinary teams comprised of highly engaged people who achieve very high levels of success – making engagement a matter of the heart, not the wallet.

Manufacturing a Problem

U.S. News, 05/07/14, Peralta, Katherine More often than not, American manufacturers are finding that prospective workers do not have the skill sets required to perform their necessary job functions, such as basic math and computer abilities. Some industry leaders say this skills-gap, if left unresolved, could compromise the nation's manufacturers' ability to stay competitive. Today, the U.S. manufacturing industry employs more than 12 million workers directly, recent figures from the Bureau of Labor Statistics show. However there are approximately 600,000 skilled manufacturing jobs left unfilled, mainly due to a lack of qualified candidates. The reasons for this skill-gap are many, including an aging workforce, rapid technological increases, and a younger generation uninterested in manufacturing careers. And the problem may get worse. By 2030, more than 20 percent of Americans will be 65 or over, compared with 13 percent in 2010 and 9.8 percent in 1970. This will further deplete the share of skilled manufacturing laborers, especially among the upper echelons of company management. Industry leaders say they must begin to work now

with communities to provide quality job training to young adults and educate them about manufacturing as a viable alternative to attending to a four-year college after high school.

Apprenticeships Bridge Talent and Business

Telegraph, 04/18/14, Pickering, Ann

Youth unemployment has started to decline in the U.K., but the country isn't out the woods when it comes to stemming unemployment rates among this demographic. According to labor statistics, over 900,000 young people in the U.K. are still out of work and struggling to find jobs. Apprenticeships might be a solution to some of the U.K.'s toughest employment issues. One of the main problems is that of the 745,000 extra skilled jobs needed to be filled over the next five years, only a fifth are suited for the under-25 group. So how can the U.K. solve this problem? An increasingly popular route in U.K. workplaces is through apprenticeships, a solution some experts feel is the perfect bridge between the talent they have in the U.K., and the talent they need in the workplace. Ann Pickering, HR director at Telefónica U.K., says it isn't hard to understand why apprenticeships are good for the U.K.'s youth - it gives them hands-on experience, career progression and no student debt to repay at the end. But employers need to realize that offering apprenticeships can benefit them, as well - by attracting and training the next generation of workers, these leaders can future-proof their business.

Federal Partnership to Provide Training

The Washington Post, 04/28/2014, Yoder, Eric

Two of the Federal Government's central management agencies entered into a partnership to make it easier and cheaper to provide training for federal employees. Agencies will be able to use a centralized General Services Administration (GSA) procurement system to request outside training services, and the Office of Personnel Management (OPM) will assess bidders to determine whether they meet government-wide standards and the agency's specific needs. "We are teaming up to give agencies a more efficient, a more reliable and a more effective way to get the best available training and human capital resources for federal employees," OPM Director Katherine Archuleta said at the signing ceremony. "Under this agreement, we are marrying the strengths GSA has when it comes to negotiating and carrying out contracts with OPM's expertise in human capital and training needs." Revitalizing federal employee training programs is one of the priority items listed in the White House's recent budget proposal, which called cutbacks to federal training programs "short-sighted." Officials say they expect the new arrangement will result in better training as well as cost savings across the board.

Paying for Outside Training

Business News Daily, 04/28/2014, Brooks, Chad

Offering to pay for outside training for your employees can be a tricky proposition. Yes, a more skilled workforce will be beneficial for your organization, but that costly training could also end up benefiting a competitor should your newly-trained employee decide to leave. Peter DeVries, chief operating officer of business software provider Destiny Solutions, says that before an organization gives the go-ahead to fund an employee's outside training, the employee should be made to write a brief proposal, addressing the following questions: How will this training affect your current projects? Is this training part of a larger learning goal? Can you demonstrate that the content is useful and cost-effective? Are you willing to present to your peers a summary of the key learning outcomes from this training? "This is simply a pragmatic approach ensuring... that the training provides value to them [the employee] and, hopefully, the company," DeVries says. Based on his experience, DeVries says there are always two practical outcomes of training that immediately benefit the company, regardless of the specific request.

The Safety Dance

Property Casualty 360, 04/24/14, Lako, Steve

Safety training can be monotonous, and employees that tune out during these presentations can pose real risks to themselves and to your organization. According to Steve Lako, vice president of Global Loss Control at AWAC Services—a member company of Allied World, there are six methods by which organizations can ensure this particular type of training is effective, retained, and applied. The six methods are blended learning, combining two or more forms of delivering information; case studies, illustrating your safety message with real-life examples; fresh approaches, providing a fresh take on familiar topics and their associated materials; handouts, which when done correctly, will support and reinforce your basic message; multilingual training, ensuring that employees understand safety training regardless of ethnic background; and web-based training, where you deliver your presentation via the Internet in the form of written materials, slide presentations or videos. An effective health and safety program can save four to six dollars for every dollar invested. Not only is it the right thing to do, but it also pays off in lower costs, increased productivity, and higher employee morale.

No Phishing

Broad Bay World, 04/23/14

Global Learning Systems, a provider of e-learning solutions for security and compliance training, announced the newest addition to its compliance library: the Anti-Phishing Essentials Training course. This training course incorporates scenario-based learning and gamification elements to educate employees on phishing, one of today's largest threats to information security. Recent reports indicate attackers are using email to pose as trusted organizations (such as recognized web service providers, phone companies, and banks) as well as other channels of

communication such as phone calls or text messages to engage the victim, gain their trust, and access sensitive materials. Global Learning Systems says employee awareness of such attacks is vital in maintaining individual and organizational security. The 25-minute online training course is designed to make an impact, Larry Cates, president and CEO of Global Learning Systems said in a statement. "This scenario-based training is designed to challenge and test users to promote improved awareness, best practices, and ultimately lead to behavior change. This training program can be utilized as a key resource within the compliance training library and also as part of an overall social engineering and targeted phishing, testing, and assessment program."

Thinking Strategically About Employee Development

WilmingtonBiz, 04/16/14, Hoff, Dave

Employee development is a hard topic to tackle, but Dave Hoff explains the "hows" and the "whys" of this elusive management aspect. He says that for managers to get better at development, they must think more strategically and diagnostically during the performance management process as they look to their people and the future. He encourages managers to ask, "What skills and competencies does a particular employee need to take them to the next level?" To answer that question, a manager must first understand the objectives, projects, and assignments they will have during the coming year. Second, for each of those projects and assignments, they must understand what competencies will be required to execute them. Then the manager must match people to assignments. It is important to tell them, "I am giving you this assignment because if you do it well, you will be required to demonstrate competency x, y, and z." Hoff believes that employees should be chosen based on their aptitude and their needs for improvement in certain area.

Everyone's a Cynic

Cincinnati.com, 04/05/14, Heuer, Tom

In the training industry, there's a lot of talk about the engagement/disengagement spectrum, but what about the employee that is utterly cynical? They are more pervasive than you think, and they require inspiring leaders to get them back on track. Tom Heuer, professor and Forsythe Chair for Entrepreneurship at Miami University, says modern employees' hopes of finding fulfillment in their workday quickly dry up. "Just another day at the office" is the mantra of the American worker. So, according to Heuer, the question now is how can any company win in the marketplace with half of its workers sensing that their company will not win? Most employees want to make a difference in the work they do. They want to be led, rather than managed. This distinction can be made in three ways, according to Heuer. Managers must know their employees strengths and weaknesses; they must provide their employees constructive feedback; and they must encourage their employees. By being a leader, rather than a manager, even the most cynical employee can turn morale around.

The Case Against the Micromanager

USA Today, 04/30/14, Edmunds, Gladys

Every manager wants to be sure their employees are doing their day-to-day tasks correctly and efficiently, but micromanaging is a productivity killer and can stifle your employee's growth. Self-management is the ideal, but for this to be an attainable goal it must be prioritized from the hiring process throughout the employee's career. An employee's strengths must be highlighted and their weaknesses understood if this management style is to be viable. However during the process, micromanagement should be avoided. It is labor intensive and can lead to resentment among employees. According to Gladys Edmunds, founder of Edmunds Travel Consultants in Pittsburgh, "Micromanaging can waste both the time and energy of the manager and ultimately can become debilitating to the employee. This combination can create a lot of tension in the workplace for all parties and will most likely spill over to your customers, clients, and even vendors." Management is not an easy task and there are innumerable ways to approach it. However, Edmunds says, the most important thing to remember is that you cannot let your management style jeopardize your employees' success.

Beyond Engagement

Triple Pundit, 05/01/14

What can you do to ensure your employees are motivated? Triple Pundit says that if your focus is on the bottom line and the long-term growth of your organization, it's also important to focus on your most important asset—your employees. They offer five ways to ensure your employees are happy and healthy including: being an inspiring leader, letting your employees blossom, providing training to sharpen employee skills, becoming more transparent, and creating a great workplace. If an organization looks out for an employee's interests, he or she is motivated to work harder. These methods may take years to bear fruit, but smart companies understand that investing in their employees now will pay off in the long-term.

E-learning: Not Just a Fad

Civil Service World, 04/16/2014

E-Learning isn't just the next big thing; it has measurable success in today's workforce. So will 2014 be the "year of e-learning?" It just might be. E-Learning has a way of meeting your workforce where they are. It provides organizations with the opportunity to develop their employees, whilst giving them the flexibility to learn at their own pace. This is

beneficial for both employees and employers, ensuring the workforce will have a greater opportunity to develop talent, review learning, and apply it in native digital arenas. However, implementing an e-learning program isn't as simple as buying some tablets, downloading some apps, and saying "have at it." When introducing an e-learning program, L&D professionals should take into consideration the differing technical experience of their employees. Many organizations' workforces include a mix of skills levels and understanding, which means there's not a "one size fits all" approach. In most cases, managers have found a mix of e-learning and traditional methods is best to reach technology blended workforces.

New Zealand Uses Training to Deal With Literacy Issues

The Southland Times, 04/07/2014, Richardson, Brian

Employee math and language literacy, or rather the lack of it, is occasionally a critical issue in some industries in New Zealand. Brian Richardson, the human resources adviser at Preston Russell Law, says that these types of literacy issues represent a very real problem for employees, employers, and society. Individuals who can't read, write, or do basic calculations are at a major disadvantage and can become a tremendous burden to society. He feels organizations have an obligation to help their employees reach a basic level of competency, rather than simply cut them loose. There are now organizations throughout the country, Richardson says, that can put together a training regime to help employees master their literacy and math skills. However, these programs are only effective with the active participation of both the employer and the employee. In such programs, workers are provided with group sessions and also one-on-one interaction with qualified trainers. The training can be tailored and linked with other background issues, such as English for speakers of other languages.

Measurement and Training

CLO, 04/23/14, Anderson, Cushing

L&D professionals are constantly asked to evaluate the impact of training programs, but few have access to the resources or data to establish positive trends. Poor data collection methods, or the inability to analyze and present data effectively can negatively impact a company's training programs. According to a study released by market intelligence firm International Data Corp., generally speaking, measurement collection and reporting can be described as "basic" in most industries. Measuring stakeholder and learner satisfaction with training programs was only done in two thirds of the cases analyzed. Only about half of the cases looked at reported training output that was aligned with specific learning initiatives. More advanced measurements, such as employee engagement, employee performance, or business impact are constrained by time, resources, and a lack of a solid measurement structure. These elements are measured by half or fewer enterprises. Read on to understand why these measurements are problematic, how bad measurement can impact training, and how your company can better measure the impacts of training programs.

Working From Home: Digitally Productive or Virtually Coasting?

The Calgary Herald, 04/24/14, Wright, Michael

Working from home is an excellent benefit to offer employees who have demonstrated their worth, and can help workers become more engaged. The problem is once work from home programs are implemented, productivity often decreases. So, researchers at the University of Calgary are developing a test to identify which work-from-home employees will be the most productive, and which will be cyber-slackers. So far, their research has indicated about 18 percent of employees admit they are mostly slacking off when allowed to work from home, and 15 percent are more inclined to slack when working remotely, when compared to a day they are in the actual office. The test the researchers are hoping to develop will help employees self-identify if they will be able to effectively work away from the office. The test seeks to identify universal traits that will indicate how productive an employee will be if given the opportunity to work from home.

Employee Performance Critically Important

Global News, 03/31/14, Rizkalla, Emad

Human knowledge is doubling every 13 months, and by 2020 it will double every 72 days. This growth already has a profound impact on how people learn, and it brings about a real challenge for employers looking to retain a relevant, informed workforce. So how can L&D professionals develop training programs to keep employees up to date with the skills they need as they need them, to help keep them productive and abreast of the latest changes to the industry? Most employers agree the most critical skills in the workplace involve personal productivity, problem solving, task and team management, and computer skills—or what generally falls under the umbrella of "soft skills. Employers are struggling to improve these skill sets in their current employees, but are seeking these skills out in the people that they recruit. Traditional education cannot scale to meet the magnitude of the skills gap—especially in the small business economy. Often formal education systems address the newest skill demanded by employers, but demand for that skill quickly fades as markets move forward. Post-secondary education and holistic training programs serving the complete employee are necessary for the survival of both the employer and the employee.

Leadership Depends on Flexibility

Forbes, 04/24/14, Wahler, Cindy

It's easy to surround yourself with like-minded people. "Yes" people give leaders a confidence boost, but do little to contribute to the success of an organization, or the leader they surround. Instead, the successful leader needs to surround his or herself with a variety of voices and opinions, often dissenting ones. But these challenges shouldn't be

seen as personal attacks, merely as different tactics to achieve the same goal. Successful leadership really boils down to one thing: flexibility. Flexibility implies an understanding that there are always multiple solutions to a problem, and that these solutions are evolutionary, rather than revolutionary, meaning that it's never about finding a "solution" or getting to some sort of end state; it's an understanding that things are constantly in motion, and other people's opinions can help keep the wheels well-greased. The well-informed leader is the successful leader, and the well-informed leader will surround his or herself with a diverse team—diverse in terms of background, education, and expertise.

Do Your Workers Trust You?

Nasho Publishing, 04/24/14

According to the American Psychological Association's 2014 Work and Well-Being Survey, despite the U.S. economic rebound and recent improvements in the job market, nearly one in four workers say they don't trust their employer, and only about half believe their employer is open and upfront with them. While almost two-thirds of the workforce feel their organization treats them fairly, one-third reported that their employer is not always honest and truthful with them. "This lack of trust should serve as a wake-up call for employers," says David W. Ballard, the head of APA's Center for Organizational Excellence. "Trust plays an important role in the workplace and affects employees' well-being and job performance." Less than half of American workers report they are satisfied with the growth and development opportunities at their current organization, and even fewer are satisfied with the employee recognition practices where they work. More than a quarter of U.S. workers said they will probably seek new employment in the next year.

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