

THE SOURCE FOR PROFESSIONAL DEVELOPMENT

www.trainingmag.com

training

\$10
JUNE
2009



HEAD FIRST

**Learner-centric
training gets brains
in gear to process
and retain knowledge**

**PLUS: CENTRALIZED VS.
DECENTRALIZED TRAINING**
TIPS TO START A TRAINING BIZ

Products & Services >> How Do You Prefer to Learn? >> Tech Talk p. 12



during a recession in which the need to attract and retain top talent has not diminished along with company profits. Even in a deep recession, the study notes, organizations must attract and retain top talent. At the same time, they need to reduce, or at least, manage labor costs in a way that protects dwindling profits. The study outlines two main approaches to meeting this challenge.

1. The first uses a flexible approach to workforce mobility to ensure the best person is doing each job in every location—and that key talent is not lost through an inflexible approach to workforce mobility. “Supporting workers who want to relocate to a new office (or, perhaps, who want to work part- or full-time from home), as well as those who don’t want to move, can pay off with more engaged workers and a workforce that is distributed in the most effective and competitive way possible,” the study points out. “It will improve talent acquisition by allowing top recruits a choice in where they will work. But most important, it is critical to retaining top talent and, thereby, both maintaining the high levels of productivity of top performers and reducing the costs associated with replacing those top performers if they are not supported.”

2. The second approach uses a contingent workforce, as well as other types of non-traditional employment (telecommuters, etc.) to reduce labor costs. “Variable labor costs (e.g., prorated health-care or other benefits, or decreased office space due to telecommuting) are easier to manage and reduce than fixed costs,” the study states, “and are a key method of reducing overall labor costs and capturing more of the productivity of workers as profit.”

Mobility Mobilization

WHEN DOESN'T WORK IN SLIPPERS and a ratty bathrobe beat boardroom tailored attired and fixed expressions imitating interest? True, a flexible workforce has its pleasures, but it also has some pragmatic uses for hard economic times.

“Workforce Mobility Drives Productivity and More Agile Cost Structures—An International Perspective,” a recent study by SuccessFactors Research and the Human Capital Institute, demonstrates how to optimize a flexible, or mobile, workforce

ers who want to relocate to a new office (or, perhaps, who want to work part- or full-time from home), as well as those who don’t want to move, can pay off with more engaged workers and a workforce that is distributed in the most effective and competitive way possible,” the study points out. “It will improve talent acquisition by allowing top recruits a choice in where they will work. But most important, it is critical to retaining top talent and, thereby, both maintaining the high



Start by walking the talk, making it clear, with words and actions, that as difficult as things are right now, the team is better off dealing with what ‘is,’ and facing the challenges head-on with hope and determination.”

—Bill Treasurer, founder of Giant Leap Consulting and author of “Courage Goes to Work: How to Build Backbones, Boost Performance, and Get Results.”

BLOG ON Strategy, tips, and industry chat—latch onto the training grapevine at www.trainingdayblog.com. Click on any post to share your thoughts and questions with peers, create a network, and gossip a little, too!