

## Chapter 8 Outline

The Essential Role of Training in Achieving Quality Service  
    Expectations of Members Regarding Quality Service  
    Training for Quality Performance  
Training and Development as an Investment in Clubs and Their People  
    CMAA's Commitment to Lifelong Learning  
    Return on Individual  
    Return on Investment  
Assessing Training and Development Needs  
    The Needs Assessment Process  
Orientation and Socialization  
    Orientation  
    Socialization  
Hourly Employee Training  
    Types of Training  
    The Four-Step Training Method  
    The Role of the Trainer  
    Adult Learning  
    Evaluation of Training  
Supervisory and Management Professional Development  
    Common Supervisory Training Needs  
    Management Development through CMAA  
    Professional Development through Certification  
Outsourcing Training  
    Advantages and Disadvantages of Outsourcing

## Competencies

1. Explain why training and professional development is crucial to the success and ultimately the future of private clubs. (pp. 279–282)
2. Identify specific characteristics of diversity in trainees and how those characteristics affect retention of the subject matter. (pp. 282–284)
3. Describe how training and professional development is an investment in the human capital of private clubs. (pp. 284–288)
4. Explain the needs assessment process and its role as the foundation of training. (pp. 288–292)
5. Describe the characteristics of effective orientation and socialization programs and the benefits these programs have for the club. (pp. 292–296)
6. Identify how a trainer can increase results by using the Four Step Training Method. (pp. 297–304)
7. Identify the professional development opportunities and certifications for supervisors and managers. (pp. 304–309)
8. List the advantages and disadvantages of outsourcing training. (pp. 309–310)