

The role of training and development in strategy implementation: a review of related literature

Chinongwa Edward, Prof Manuere Faitira and Mthombeni Admire

Abstract

The rate of strategy implementation failure in organisation is so worrisome that various forms of interventions are necessary to curtail the situation. This paper reviews related literature on the role of training and development in the implementation of strategies in organisations. The author discusses how training and development function affects the human related critical success factors relevant for strategy implementation in organisations. These are employee motivation, attitudes, commitment, engagement, coordination, performance and employee retention, which are important in the exercise. From the review it emerged that training and development significantly influences strategy implementation in terms of these critical factors. The study therefore, concludes that training and development is an important factor to be considered for the successful implementation of any strategic exercise in organisations.

Keywords: Training and development, skills and knowledge, strategic management, strategy implementation and competitive advantage.