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Module – 07: Traditional Training Methods Lecture - 31 Training Methods

Welcome to lecture number 31 and this is a module 7, this is the first lecture of this module. In the previous module we discussed about training evaluation various methods, techniques, tools and also discussed about the various principles of, how do we evaluate training in terms of you know evaluation design method and all that.

And today we are going to discuss about one of the important aspects of training and development which is about Training Methods. So, this module will be you know covering up on various methods being employed in a training program and to impart a specific objective or goal of a training program.

Now, why it is very essential? What are the training methods? All that we are going to discuss today.

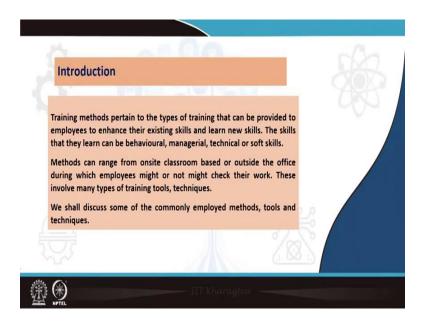
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So, we are going to discuss some introduction to the training methods, what are the different training methods are available? What are the different approaches company

used to have when they designed a training program? Or when they decided to impart a specific objective through a training program? Ok.

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Let us try and try to understand, what is this training method? So, training method this refers to or relates to a type of training that can be provided. So, we are referring to what type of a training we are going? So, the training method will determine what type of training are we going to provide to employees, to enhance their existing skill or make them to learn a new skill.

So, we always know that yes training is trying to impart a new skill or a enhance their previous knowledge on the specific skill they already know are their knowledge level. So, now the training method refers to what type of a training can be offered to enhance their skill or introduce a new skill to them.

So, this skill when we talk about, what do they lead? They may be behavioural it can be behavioural or it can be managerial skill. You know coordination, planning coordination, executing, evaluating, all that resource management, resource utilization, resource allocations. Or maybe a technical skill specifically with respect to a tool or managing a process, or a product development or maybe a soft skill which you are referring to interpersonal skill, how one will effectively communicate with their you know peers, colleagues in a workplace or also with the clients.

So, the training and the learner know the skill can be specifically beyond broad categories of four, behavioural or can be a managerial or maybe a technical or a soft skill. So, if you are coming to the methods the ones, we understand ok, this is going to determine what type of a training going to be offered

Now, comes to the method there are you know several methods are available its ranging from on-site classroom based, meaning that within an organization you have a training classroom are the. Let us say a board rooms, where you will conduct and offer a training program or outside the office probably off-site are on outbound training programs, where it is not happening in your workplaces rather it is conducted in a different place; where maybe employee might not be allowed to you know check their workplace.

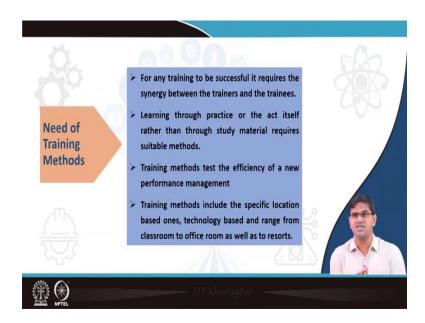
Because if you see in the training which are offered in an organization. We always see there are potential possibility in case if somebody is participating in a training and he or she is assigned to a specific rule. And during the training program it is likely that you know if there is an emergency or something has to be addressed there can be possibility that he or she has to attend to the work or probably they will switch between the training room and to the you know their work stations. This kind of hinders or probably breaks the continuity of the learning.

So, whereas, if you go for outbound training wherein you will essentially spend every time in a training program. And probably will interact with the fellow colleagues or a peer who is attending a training program that gives more comprehensive amount of learning to occur.

Or otherwise, organization has to restrict that, yes during a training program the employee should only participate in training program. They will be providing not provided any type of a you know profile the job at their workplaces ok.

So, we are going to discuss about some of the commonly employed training methods, and the techniques in the training programs ok.

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Now, why what is the need of this training methods? So, for any training to be effective and successful it requires a synergy between a trainer and a trainee.

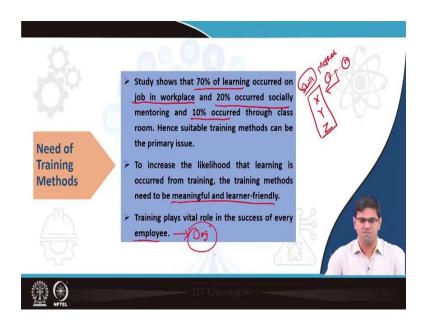
So, you see there is a trainer which is who is an expert and we have a trainee. So, now, we are trying to see the both of them have to synergize to create and improvement or enhance or impart a specific skill set knowledge to the employees. That to occur the facilitation is a method, what type of a method my trainer is going to employ that will you know integrate this learning to occur through a trainer to a trainee.

Then learning through practice or act itself rather than, us through a study material. Because when we are talking about a various type of methods, sometimes you will have on the job training program or simulation based training program or an identical situation based training program, so hands on practices.

These are all you know kind of a training method, but there is also another method which can be through study materials, reading or a lecture method. So, we have to identify which method is going to be effective for what we are trying to impart on. Then training method will also test the efficiency of a new performance management, it will help to you know see how performance can be increased among the employees.

And training method will also include specifically based on locations or technology based or it can be from an office classroom to office room as well as to you know. As I said in resort if you say, outbound training programs where you know mostly the leadership based or interpersonal soft skills training programs generally occurs outbound training programs wherein, they were taken to different place to impart training programs.

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Then if you look at you know generally the training, how does a training occur in a general scenario. The studies report that you know seventy percent of these learning which are occur on job on the job in the workplace. Meaning that the job trainings are provided during their office hours or and their workstations.

It can be through supervisor it can be from an expert. So, most of the training program occurred on the job. Because they are trying to impart a learning which is you know required to perform a particular job or a role.

So, providing training on the job enhances their ability to connect, replicate and correct their mistakes, that are larger opportunities and also has a lot of other advantages as well. And if you look at you know other type of learning where does the learning occurs you know.

Another 20 percent of the learning occurs you know social socially mentoring, you know mentoring we talk about a peer or a co-worker or a supervisor or a manager or a team

leader, whoever can be actually providing specific training programs through that also learning occurs.

And 10 percent out of this occurs through classroom based training programs or workshops. So, why we are talking about you know, how many types of methods or how the learning's are occurring? Because however, you will be able to choose a right method to address what we are a specifically trying to address.

For example, if I am my objective is to impart this skill, I should choose which method will be effective there can be multiple methods right. So, the methods range from 1 to n. So, there can be so many methods which are available.

Now I need to understand which method will be effective in addressing these specific skills. So, that is why training understanding the training method is important. And you also to increase the likelihood the learning is occurred from a training the training methods has to be meaningful and the learner friendly. It should be learner friendly; I cannot choose a method where my audiences a, cannot really a connect with me or cannot learn through the particular training program.

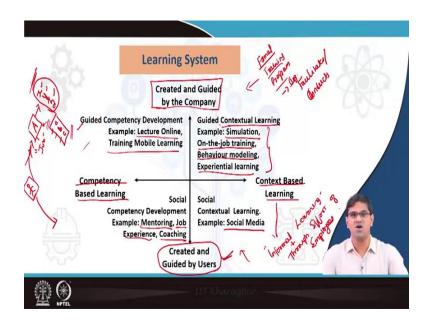
For example, maybe you are choosing a method which are very difficult method for the learners to follow then it might not be appreciated by the learners and your primary goal of increasing their knowledge or imparting a specific skill set will not be successful.

So, it is very important that you choose a meaningful and a learner friendly training method, so that your training will be achieving the goal. And training also plays a very critical role in success of every employee, that is why the you know what type of a method you are going to use will is going to have lot of impact on the employees.

Eventually when you talk about employee when the employee is impacted. Then eventually what will happen when employee you have a better performance? It is going to impact an organization it is going to provide larger benefit for the organization as a whole.

So, that is what we are also interested in everybody interested in see. Can we create more performance of my employees or enhanced performance of the employees, which will eventually lead to a better organizational performance ok.

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Now, now we are going to try to understand the learning system, if you look at there are four quadrants. I will you know explain it now.

See there are competencies and there are social context learning ok contextual based context based learning. So, let us start from here, one is a competency based learning and this is a context based learning.

So, organization in every organization you will always find some competencies which are required for a specific job role. Let us say A is a job, for A there are many required competencies. So, that the person who is occupying or who is performing this job this is job whose performing this particular job can be successful or effective.

So, let us say x y z are the competencies ok. So, to develop this competency organization have to definitely I want to play somebody on this particular job, I want before let us say 1 is a person, let us say he is a person who is going to be employed in the particular job I want to develop what this competency.

So, that he or she can perform the job effectively. So, for that you know what will happen there is a learning method. So, that is where we are trying to refer to guided by the company created and guided by the company. Because I know these are the minimum requirement of a competency to which any employee who is occupying the role has to be having.

So, I as an organization I will be creating guiding a learning to occur. So, that they will develop a specific competency. Let us say guided competency development as I said yes for this particular person to have a specific you know a skill set or a competency, I have actually created a guided learning.

So, this is from an organizational effort either through you know lecture or a training mobile learning all that through method, I am trying to develop these specific skills this is in this quadrant.

Now, comes you also have you know two ways of learning whether the same competency. Let me finish the competency, then I will go to the context based learning. Now comes there are competencies which is a part of a required part of a job. Let us say this is x y z let me call it a b c ok.

Now, this competency what we are trying to do, which we are trying to do the social competency learning through not by the you know specific training program rather through an interaction with the people.

So, this is created and guided by the users, users is the person who is going to be on the job ok. So, it will be you know by participation of the user and the user will also identify a person to talk to the person to identify. I also find this a b c also relevant for me to be successful in the particular job, which is this is my organization already defined. Now this, I am finding that now as an individual, I feel like you know this is also very important for me to perform effectively, so that I can also grow.

Then that is through a created and guided by the users ok. This is through how it can be through a mentoring or by job experience or coaching my senior, my supervisor, manager can engage in this exercise. So, that I will be able to develop this particular competency.

So, there are two ways this competency development can occur one is through an organizational effort of creating this competency, another is through social competency development by mentoring or coaching or job experience or the period I work on this particular job I know the you know nuances in the job then I develop this particular skill set.

Now, come to the right side of the two quadrants. So, now, if you look at the context based learning where here its again you know it is again guided by the company. So, where they will be wanted to you know context preserve specific to a context or maybe you know one person an employee who is going to supposed to work in a specific project which has going to be a foreign you know north American client. Imagine and I know the project is going to be on a specific skill set or maybe on a technology or a tool or a platform or a framework it can be anything.

So, specifically on that perspective, now my organization wanted to develop those skills with the context based learning. Where I can my organization can guide this either through on the job training program, simulation programs. So, on the job training as I said no on the play job, but when they perform the job there will be a guidance they will be provided or behavioural modeling and experiential learning. In all these methods are some of the examples through which, they will be able to you know create this contextual learning which are facilitated by the organization ok.

Now, comes there is another component as we discussed in the competency similarly here also, there is social contextual learning. Where the context based learning that as a user, you also find there are something which I wanted to learn for a context based my learning. You know based on my specific project based on the, you know environment I am going to work with.

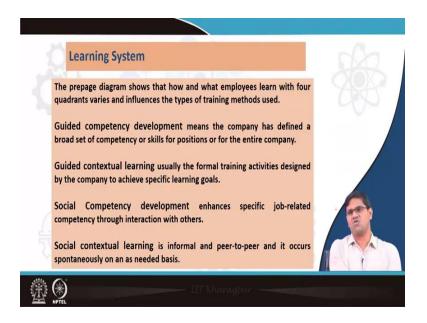
As an individual you also wanted to learn with your own effort, this is example maybe through social media or by you know by the different handles of social media you are trying to learn about the context of the organization the job role which is a created and guided by the user.

So, if you look at the four quadrants one is about a competency another is about context-based learnings. So, there are two ways of learning one is about organization will guide and create this. This is where we will be talking about an intervention through a formal training program, which we are talking about formal training program ok. Formal when I refer to formal which is about organization facilitates or conducts ok.

So, that is why we are referring to a formal training program. Now here it is from the user which is an informal way of informal learning which essentially happens by through the effort of employees fine ok.

So, this is how the learning systems occurs that will provide you know input on when we are talking about training method this will also provide a specific role are we going to talk about the competency are we going to talk about a context based learning ok.

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Now, so as I was already discussing so just the key things only, I am going to discuss now. See the competency guided development means the company has already defined a set of competency skill required for an entire company, that I was already explained in earlier slide which is about yes these are the competency they defined. Which is a you know that is why it is guided by an organization.

And guided contextual learning yes, a formal training activity designed to achieve a specific learning goal as I was saying yes. You are you are going to be employed in a specific project a foreign North-American client or on a specific working on a specific platform or a technology. So, you have to create a contextual based learning.

Similarly, if you look at a social competency development. Yes, there are job related competency as I was earlier explaining about this a b c which are social competency related where as a user as an employee, you will have to learn these you know job related competencies through interacting with others by coaching or mentoring or whether is an interacting with the supervisors. And now is about an informal learning where peer to peer occurs spontaneously based on the need basis. As I was explaining here it is an informal learning which occur through the interactions ok.

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Now, we are going to discuss about different categories of training that employee undertake. So, what type of a different trainings which exist in an organizational environment? Ok.

So, there are multiple which we are going to you know discuss in detail. Let us say marketing and sales training, management training, on the job training in-house training, blended training, induction training, apprenticeship training, soft skill training remedial. There are so many different types of trainings which generally takes place in an organizational context.

So, let us try to understand a base you know brief understanding on each of these training ok.

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Let us talk about, what is this marketing and sales training. Especially employees those who are working on sales and marketing industries they will go through this sales training to actually enhance their skills especially on selling and marketing of a company's product or services.

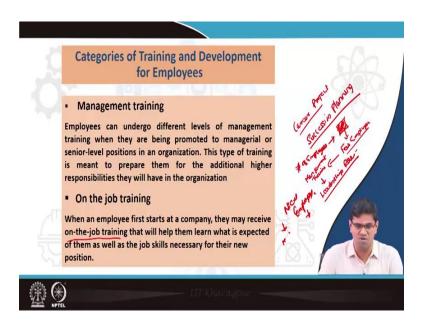
Some people who are working in the specific department the sales and marketing they will be provided training specifically on these you know key skills, which are required to you know have a better sales closing the deal, you know how to convert the cold call to a potential call or potential client.

So, how do you close the deal? How do you negotiate with the client when we are wanted to closing the deal. The when you talk about a sales and marketing, this is there in almost all industries. You know when we talk about its also this, they are also a sales and marketing they will pitch in for a product based on a tool or and a software.

Whereas in a FMCG where the consumer goods were in there is also people who have to potentially find out the customers. So, the organization provides this kind of a specific skill training to those employees, who are working in this particular job role. This is what refer to the sales and marketing training.

And of course, the content will be varying depends on what organization method will also vary, may be sometime they use role playing as a method to impart training to how do you discuss with the client. How do you convert a client and then potentially close the deal all that will come through this marketing and sales training.

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Now, comes the management training. So, there are employees in different levels of management they gave go through this training. Because when they are being promoted to a managerial, mid level managerial positions or senior level positions. It is very important that you know they actually understand different roles of the managerial management positions, what are required because the management also requires a lot of coordination planning decision making.

So, the management training is very important it is about a leadership, the handling better decision making. All that specific skill set which are related to people who occupy a mid level position or senior level positions will be provided.

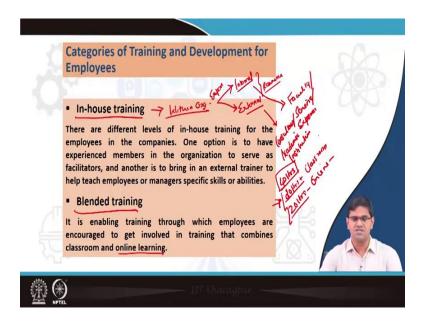
So, this type of a training which are essentially to make people prepare for the higher responsibilities, in an organization. You see you always have the career projection right or let us say succession planning ok.

So, in an organization we always identify ok there are number of employees, working now we identify in an organization ok, there are some sections. Let us say some group of employees, let us call these are a group of employees. We are identifying of this group of employees I identified few employees, who have potential to grow into a leadership position.

So, we offer training program management training program to this set of employees. So, that they are better prepared for a leadership role ok. So, that is why the management training is very important which is a futuristic in nature. Then on the job trainings when an employee starts in a company then they will provide on the job trying to understand how to carry out the specific job by the skills which are required for a new position.

Let us say you are employing a group of employees; new employees join the company when new employees join. So, we offer this on the job training, because it is very important that you know they have to be on the role to understand, what are the skills are required what is the a, you know basic requirement of a knowledge or a skill. So, that I can better perform the specific job now comes.

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Next is an in-house training. I know when we are talking about in-house training which is happening within an organization there are different levels of in-house training for our employees in the company.

So, one option is to have an experienced member in an organization to serve as a facilitator or probably you will have to bring the external trainer to help teach the employees. So, in-house training essentially refers to within the organization ok.

So, let us say within the organization also you will have two things, the facilitator. I am talking about an expert, the expert who is going to teach or deliver a training program can be internal resource or an external resource ok. So, the external resource.

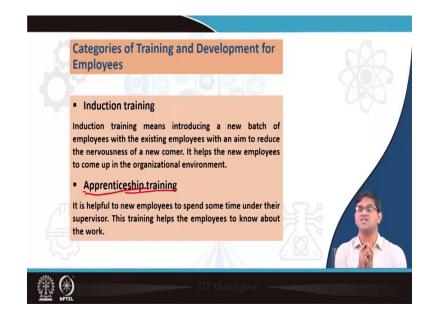
So, what do we mean by internal resource, may be some organization will have the faculty or a seniors or experts of the specific domain in house they will be providing a training.

Sometime in absence of this you will have to go with a consultant or rather you know through academic institutions ok. They will provide a, training to the experts of the employees. Now comes the blended learning what is this blended learning.

So, the blended learning is a kind of a training program where it combines two methods, one is about you know both classroom training and then online training. So, what will happen let us say, there is one training program which says ok 20 hours let us say 40 hours is the training program. In this what happens 20 hours is classroom based another 20 hours is online.

So, where it is very similar like you know, how you are seeing the you know recorded tutorials to learn a particular topic or a concept. So, this is kind of a blended learning wherein you will have both the online learning also classroom learning, where this is also one way of you know training which happens in an organization.

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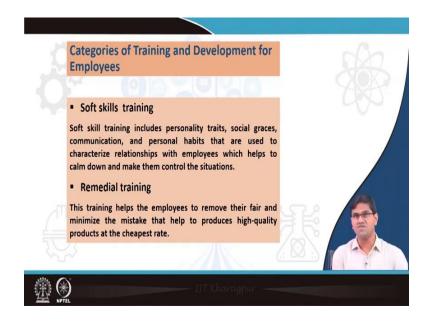
Now, come the induction training, what is this induction training? So, induction training is essentially when a new batch of employees who join an organization. They will go through this induction training to understand, the organization what is their goals mission and you know basic understanding about where is what and then the policies of an organization and knowing what does the organization goals are, how organization functions understanding the structure, reporting structure all understanding to be created for an employee who joined a new company. There is I mean induction training you do.

Now, next comes the apprenticeship training, what is this apprenticeship training? So, when it is helpful for new employees to spend time under the supervision. Maybe you know people who have done you know specifically you know engineers or a diploma holder, they would have heard or an ITI people who have done an ITI they would have been exposed to this term frequently.

But otherwise also the apprenticeship is a very common term is used where the learning for trainees are essentially a new commerce of an organizations are learning in a guided training guided training program under supervision of somebody.

So, they will have a close supervision by the supervisor or by the manager they will be working under the particular manager supervisor. They are act as an essentially an apprentice who will learn with a guided a program with through which they will learn these specific skills to perform a particular job role, under the supervision of this employee a manager or a somebody who is superior in the particular job. That is an apprenticeship training.

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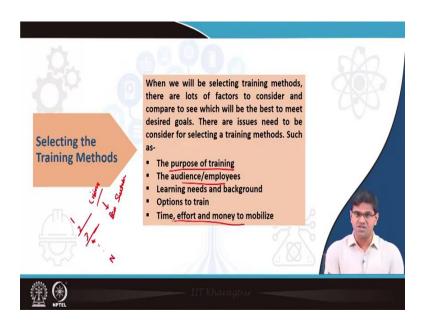
Then such a soft skill training. Soft skill training which includes you know personality traits, communication, negotiation, team building, working in a group, working in a team, you know better communication handling, conflict management to resolve all this. This type of a training are provided on a soft skill training.

It may be the time management or negotiation skills, there are various other things which are covered under the soft skill training programs. Now, if you see often many organizations definitely provide this training soft skill training program for its employees and the reason is that, now this becomes one of the important you know skills which are required part of the training programs because they are working in a team essentially working in a team.

So, it is important that they develop the soft skills efficiently. So, that they become. So, successful at the workplace then remedial training may be some employees have frequently made an error or the lot of complaints come from for some section of the employees. You wanted to know correct this particular you know mistakes or error been done by the employee.

So, it is kind of a remedial training where you will try to you know provide a specific training program to eliminate the specific deficiency, a from the employees that is our remedial training you do.

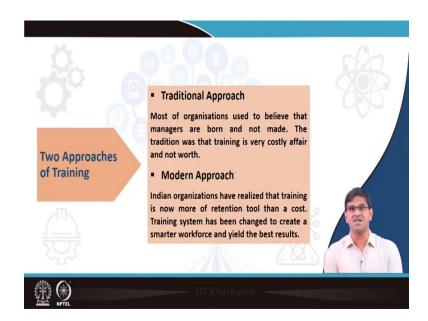
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And how do you select the training program? So, when we are selecting a training whether there are a lot of factors to be considered and you know compare which will be the best alternative, we always have multiple methods. So, you will have 1, 2, 3, 4 there are so many numbers n number of training methods are available.

Now, you need to choose let us say the with these methods and then you need to give you know criteria, why the criteria and choose the best suitable based on what. So, based on the purpose of the training audiences meaning that employees learning needs and background options to train, time effort and money to you know require to do. There are all these considerations to go through when you are trying you know making a decision to choosing a training method ok.

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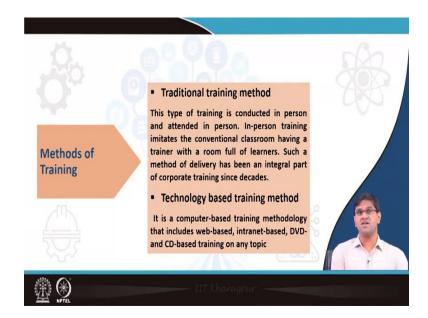
There are two approaches which are traditional approaches where most organizations believe that you know, managers are born not there are they are not you know made. So, rather they do not have to believe that the training is going to improve their knowledge.

So, whereas, in the modern approach where our Indian organization started to realized that you know, training is essential part of two things. One is about a retention tool which is about you know I am making my employees up skill re skill them become so relevant in an organization furnace.

Now, we understand there are so many technologies coming ups if you are very frequently some technologies become redundant. So, my employees will feel that no I do not possess the relevant skill. So, by this training which organization feel making your employee relevant for a today's context, will make them employee to stay with the company. It is a kind of a retention tool then a cost.

So, you know this a modern approach is believed that the training is an essential component of any training any organizations.

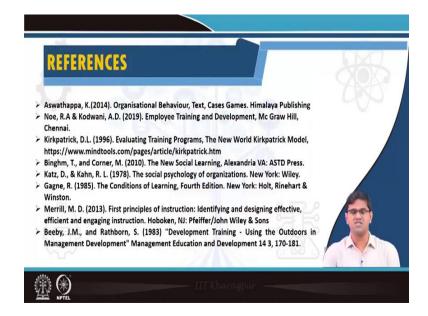
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Now, what are the different methods which are you know traditional training methods. The traditional training methods include a person in-person training methods, conventional classroom, workshops, lecture based all that. And technology based training methods where computer based training methods where you know you wanted to impart tool or an assessment or maybe you know computer enabling enable training methods are there audio visual assistance through that you know you will also give a training program also.

So, these are the two broad measures of you know two different broad way of classifying the training methods traditional and computer based training methods.

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Today we have learned about what is the training method? What are the needs of the training methods and we have seen you know various ways of determining the what type of training is required, what are the way types of training been provided in organizations.

And we also exposed to you know approaches or classification of the training methods in a broad classification. You know which is our traditional training method versus the technology based training methods, in the subsequent lectures. We will learn about each of the you know traditional training methods and computer based training methods and then how do you choose a specific training method for the training programs.

Thank you.