Training and Development
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Module – 07: Traditional Training Methods
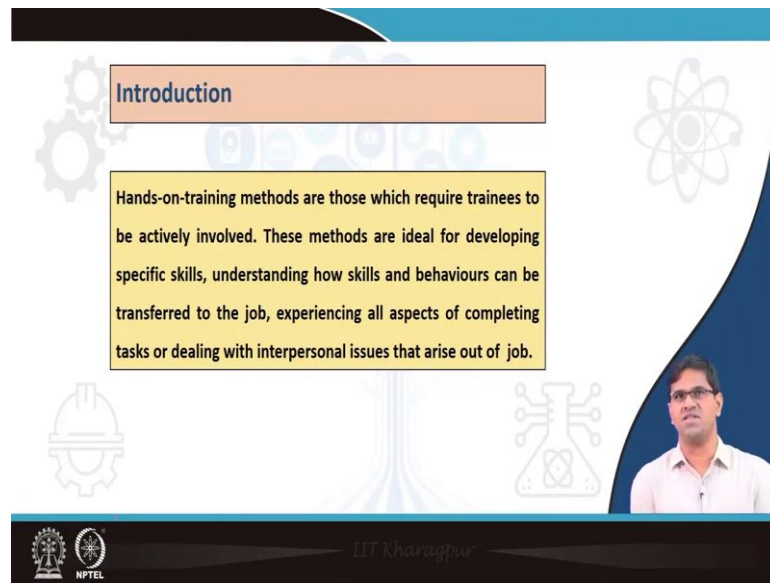**Lecture - 33**
Hands - on - Training Methods

Welcome to lecture 33 and this is the 3rd lecture in this module 7 and in a previous lecture we discussed on the traditional training method on which we it is presented on one of the concepts of presentation which we discussed about lecture method and then audio visual method. In today's lecture we are going to discuss about the second aspect of the traditional training method which is a hands-on method, what are the different methods under which the Hands-on-Training Methods are provided.

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So, let us try to understand these hands on training methods in various hands on training method which are used or employed in a training programme in an organization setup, ok.

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Now, what is this hands-on-training method? The hands on training method which requires trainees to actively involved. Wherein you know when you are talking about in a lecture based where it requires your attention whereas, in hands on where trainee are essentially asked to actively participate in the training programmes.

In this method are ideal for you know developing a specific skill or especially it's you know somebody has to be become an expert in handling the machinery or coming you know good in handling on using the software or a tool or a technology. So, this training method is very effective because this will help them to you know understand how skills and behaviour can be transferred to the job, you know experiencing of completing that job and interpersonal issues are can be handled through a hands-on-training method.

So, the hands-on-training method is one of the methods of a traditional method as I said yes, the presentation is one of the methods and hands-on is a second method and third is the group method. Now, when the hands-on is one of the traditional methods which essentially used to help teach the employees to learn a specific task. It provides a real world experience; a real world experience maybe on the job itself you learn or maybe create a similar identical situation simulated situations in you know creating this experience real world experience.

So, that you are allowing the employees a learner to get his or her hand directly on whatever you know is required to learn to on the specific job environment. So, the hands on experience provides an exposure to the real world situation through which you will learn how to behave, how to handle when you are actually placed on the specific job role or a workstation that is how the hands on method actually helps the learners to learn.

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Now, why this specifically hands on training methods? It is an experience in learning which will actually promote you know better learning in rather than the lecture based. Of course, lecture base also had lot of advantages, but what I am saying this has another additional advantage because it's kind of provides an experiential learning for a learner.

So, that they will be able to recall they know what are the possible way of making errors, how do I adjust the you know errors, how do I reduce not to make the errors, right. It provides a safe and controlled learning its under a controlled learning environment because you feel like kind of confident there is a trainer, there is an expert available who is going to help you to you know provide a you know learn you know in a safe environment and makes a learner to tackle unfamiliar situations in a real life context. So, during the hands on training programme we are exposed to different challenges.

So, you are trying to learn about unfamiliar situations and also it motivates learners to further the learning and it also increase the involvement of the learners on the job performance. And of course, it delivers good return on investment because you see that you know the productivity or efficiency past the training method you always see they have you know people who went through a hand on training have better you know improvements on their job which actually has lot of return on investment which we are trying to generate out of any training programme ok.

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What are the various forms of hands-on-training methods? One is on the job and second is a self directed another is apprenticeship. I have even briefed about this apprenticeship in one of the previous lectures' simulations, case studies, business games, role playing, behaviour modeling all these are various forms of hands on training methods, ok.

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Now, what is this on the job training? So, it means learning while doing. You are learning while you are doing you know on the job. So, the trainers learn the real work

environment and gain a practical experience dealing with the tasks and challenges during a normal working day.

So, let us say a new employee he joined a company. Now, I am just placing them under an observation or let us say supervision and ask them to carry out the routine job ok. So, in this method what I am doing? I am essentially making somebody to work on the specific job; on the specific job under the supervision right.

So, this method what I am doing? Essentially making the person to learn and they also know what are the challenges, what are the mistakes I can make, what is that you know I need to learn. So, by end of this on the job training, so their efficiency and their confidence level will go up and with and through this you have lot of benefits to your organization.

Because you will see that you know your employees become so experienced and trained to handle the specific job role which is one of the most common methods of training the employees for you know operative functions when you talk about you know people who is going to handle missionaries or who is going to be on a shop floor and assembly line, on the job training is will improve their performance will improve their level of performances ok.

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The next is about you know when you talking about on the job there are various forms. One is about induction, apprentices, coaching, vestibule, job rotation, promotion, transfers these are all some of the forms of on the job training. Let us say you know people who are one example to a job rotation you know somebody is working on a job A I am moving to task B, I am letting this employee to learn this job B.

So, moving from one employee to another job role through which you know on the job training I am making the person to learn a new task or a job right. So, through transfers one department to the other department, one position to another position or one location to another locations these are all some of the various form in which the on the job training takes place in an organizational context ok.

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Now, comes self directed method. What is the self directed method? So, self directed method in which you know individual; individual we are referring to an employee will take the initiatives either with the help of the others colleagues or peers or by themselves will diagnosing their learning needs what I really wanted to learn ok, formulate my learning goals, identify the materials for my training, choosing and implementing appropriate strategy, evaluating the outcomes.

It is about nothing but you know as an individual you will determine what it is that I should learn what are my learning goals you know it is your you are individually you are deciding what you are supposed to learn and what are these support or resources required

to learn and you will go through those learning and then come back and then evaluate where did you learn.

For example, let us say as an employee you are working in a company called x ok. Now, you find that you know you wanted to learn a specific tool which let us say call a as a tool is a tool. Now, you felt like you know you were saying you found it's a self-directed method. So, I you are saying that I wanted to learn this tool a and you are deciding that you know you wanted to learn a tool a and you are enrolling for a program ok.

You are enrolling for a program to learn this particular tool and then you come back and then try to use this tool a in your workplace. So, and then you will measure it. So, this give a self directed methods which is you know it's part of the hands on training method you are learning ok.

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Next comes what are the different stages of the you know self directed methods? You know conducting a job analysis identifying a task you know you need to identify a task and you know which task you are going to learn and writing a training centered learning objective you need to next once you identify your task you need to type bring down a learning objective.

As you know what is that you want to learn and develop a content for that learning, break up the contents, develop an evaluation package and evaluation should be based on

the objectives. So, these are the you know sequential steps we follow for all training programs right, similar way you need to create for a self directed learning also identify the task what you wanted to learn, identify the learning objectives content for that, how do you evaluate all that has to be done further self directed methods.

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What is that to be considered when you are going for a self directed method? The learning hours does the learning hours which an employee is going to put is it going to contribute to the business goal because I cannot let my you know for example, you know learning a tool an if that is not going to be useful for my company, then why should I allow them have somebody to learn right.

So, you should always see learning hours does it going to contribute to a business goal and learning needs have been met and addressed where they are able to meet the learning goals. And employees have a measurable learning goal do they have a measurable learning goal which can be measured quantitatively or qualitatively, so that can be attributed towards the self directed methods.

And learning content is effective and up to date which are in current method and learning is you know organizationally aligned whether the learning is aligned with my organization a larger goal or the you know what my organization strategy or business goals are. So, this has to be considered when you are going for a self directed method ok.

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Now, comes apprenticeship method. So, apprenticeship method as I discussed in the one of the earlier lectures which is a method of a training where an employee works under a guidance of an expert or a supervisor to acquire a higher level of skill. Generally, this apprenticeship happens in a you know skill based work situations let us say skill based I referring to you know the people who work in a missionary, who work in a production floor or a manufacturing organization.

You find this you know especially the manufacturing organizations you will find these apprenticeships. Wherein the you know Jets are you know immediately after your engineering or probably after the diploma this people go and join as an apprentice and it is about, they are learning the you know art of doing things under the supervision, under the guidance of the supervisor on a particular shop floor or a production line ok. This is what an apprenticeship.

So, during this training period they may receive a stipend which is you know they will not be provided a salary, they always treated as a trainee and they will be provided stipend for these apprentices.

Now, what are the features of these apprentices? So, you know it always you know this training require a trainee to work under a guidance of a supervisor or a mentor. So, without a supervisor or a mentor this you know this cannot be called an apprentice. So, you will become a trainee of an organization not an apprentice.

So, apprentice always works under a mentorship or a under a supervisor. And it they will acquire a specially designed higher level of skills to enter the respective you know trade because it's about you want to learn the specific skill later you can join the same company or you can go elsewhere also. So, it's about you know you are trying to learn a specialized skill set and it spend in a prescribed amount or an additional time to acquire skills.

Generally, the apprentices' programs for you know 1 year ok sometimes 2 years or even you know some 6 months to 1 year, it varies and there is a desired a time period they have to spend to learn a specific skill set as determined by the organization ok.

Now, comes a next method which is a simulation method. Simulation is a training method which represents a real life situation wherein a trainee decision resulting in an outcome that actually mirror what will happen in the job. So, the simulation is for example, people who are joining a job that you know when during at simulations you will be simulated with a similar experience.

Let us say now lot of simulation tools are available let us say you joining as a manager. Now, manager the one of the important roles of a manager is a decision making, I am just giving an example ok it's a decision making. Now, you are joining as a manager ok. Now, I exposing the simulation through which you know simulation will help you to take a decision.

Now let us say resource allocation this is one of the problems that you know manager face resource allocations are utilization of the resource ok, this is a most recurring problem or a challenge for a manager. Now, in the simulations what will happen? You will be simulated in an environment they will say see these are the resources which are available ok.

Now, they will ask you and they will give you a business problem it's a simulated situation now you have been asked to use these resources effectively. So, as to increase the performance of the organization and also meet the requirement of the all the

department which require the specific resource, let us say it's all you know financial resource.

You need to distribute you have some x amount of money and there are requirements in all different departments. Now how are you going to distribute effectively? So, that everybody is able to perform their so if good. So, this is kind of a simulated experience you are wherein that you are getting an opportunity to make your decisions or resource allocation experience that through the simulations you are going to experience it you will make a decision which are you know you will have encounter in a real life situation.

These are actually you know this kind of a simulation methods are used you know to teach the production and process skills as well as management and interpersonal skills. Wherein you know this gives more opportunity for you to expose yourself to a real life situation and you will connect with the real situations and you know you will be able to make a better decision this will prepare you ok. What should I do when I am exposed with this similar situation, what are to be considered?

So, you will be facilitated and provided inputs onto ok what you should consider when you are under to experience a similar problem. The simulation will give you more hands on practice of how do you handle a similar situation if you are encounter in a real life business situation.

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So, some of the examples of a simulation is that know flights simulation in aviation is a part of a pilot training you know where somebody who have you know done an aeronautical engineering or who were become a pilot when you wanted to before you go as a pilot you will given a simulation as a pilot training right.

You know you will be given a simulated experience that you know you will be operate as a pilot and then you will be flying, I have to land, what speed measuring the wind speed, how do you go. So, all that is a kind of a part of it just an example of a simulation now even for a you know four wheeler driving as well.

Now, you have a lot of simulation you know schools are there which will give you a real life situation of how do you handle the car when you are going on a road. So, similarly that you know you will have a created a similar simulation base training that will give you an exposure to a real life situation. Let us say machinery that you are trying to handle a machine maybe a simulation can be provided to handle how will you handle this particular machinery. So, these are all some of the examples of a simulation methods, ok.

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Now, comes the next one is case study method. So, what is this case study method? So, these are description about how employees and organizations will deal with difficult situations. So, generally case study will give you a story about a specific situations or event that occur in a business situation which are really a problem or an issue which has to be addressed.

Let us say there is a case study called you know in when a case study is provided, they will call you know company A is going through this and then they will give you a full story of about a company, when did they start, what do they do ok.

So, then slowly they will enter into a problem the specific problem or issue or a challenge which is there. Now, in a case study you will always have a protagonist and antagonist; a protagonist is which you are referring to know you are a manager or a boss ok. So, you will be seeing that no they will; they will talk about a specific company on the case study and then they this is the problem this company is facing.

If you are; if you are Mr. X, how will you handle; it how will you handle or how will you resolve this problem? This is how the case study will be giving an exposure to handling a situation, handling a problem, handling an issue in a business situation or in your organization setups.

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So, some of the various forms of case studies that are you know which are illustrative case studies are descriptive or an exploratory case studies critical instance of case studies, program implementation case study program effects case studies, cumulative case there are different ways in which they can say. You know maybe one specific incidence or a comprehensive of all different problems happens in a company.

So, there are different ways of case studies the case studies essentially giving you an opportunity or exposure to a specific instances or situations or events happen in that company in that case how will you handle this event, how will you resolve the particular incident? Keeping you in the place of the person who is supposed to handle the situation.

So, what will happen? In case in future if you experience a similar situation now you know how to handle the particular event in a better way that you would have already done through a case study method that you know ok, this is the best possible way to approach a particular problem there are case solutions are provided how do you improve the performance or how do you address fix the problem which companies are facing. This is how the case study methods help.

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So, what are the stages of case study development? The case study you know identify a story and then gather information about all the you know related information about the particular company. Prepare a story outline and decide on administrative because every case should definitely have some issues that to be dealt on a case right.

So, you have to create a storyline and also decide on an administrative issue what are the issues that are to be going to be part of the case. It can be on a financial perspective or it can be on production perspective or it can be on handling the conflict between people or it may be between a motivation problem can be any other issues it can come and prepare a case material.

You have to prepare a case material that is how the case issue will have to be developed. So, that it will be creating a similar situation. For example, if you are instance you are participating in a training program there is a case study you create a short case study which has lot of relevance to the what you know the learner is going to learn on.

So, that you know the learner will expose to the particular situation and then he or she will you know deliberate on all possible solutions and come up and learn this. So, the case study should be a reflective of you know what the company goes through and it gives an opportunity for a learner to learn ok.

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Now, comes the business games. So, what is this business games? The business games referred to you know it's one of the training methods for a manager. So, in this form you know based on an artificial business environment that you know stimulates the real life situations in the management of an organization and maybe it relates to planning, decision making, control, communication or management itself. It's kind of a business game where with the manager will actually play this business game.

So, there are different you know forms of business games you know desktop business games you know monopoly where you know you only will be a player of the particular business game or a computer based where know various turn based strategies building games are there are different stages in which you will play a game. So, that you will know what ok. So, its kind of a decision making.

So, let us say decision making ok. So, you are given with the information you are playing a game it's kind of you know simulated games are there you will provide the information and you can make your decision ok, you can make decision and then you will lock the decision ok. The moment you lock the decision stage 1, then it will give you the outcome it will tell you OK.

You lock the decision post this decision you know your company lost 10 percent of revenue or probably they say gained 10 percent of revenue these are all the outcomes or maybe know some of the employees left the company because you made a bad decision this is how the you will go and then different stages can come. And various stages you will take a decision and team learning games multiple team people participated in a game.

Somebody as you know finance manager, somebody is an operations manager somebody as marketing manager all people will play the game together on this you know business

games ok. So, through this you know they will also learn team building all that is part of the business games.

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Now, comes the next method is a role play methods. A role play is an active learning technique in which you know employee act out you know situations under a guidance of a trainer. So, trainer will tell you OK imagine that you are a manager and you are faced with this particular problem.

Now, you have to role play, now you imagine yourself as the particular manager and act out. So, the trainer will be giving you situation they will also tell you each scenario this employee will take a role and act out the scenes as through it were real. So, let us say a manager is faced with the situation there are two employees who were know you know caught on engaging in unethical practices.

Now, you are a manager, but two of them are very sincere employees and if you fire them your project will get affected what will you do? So, this is a situation now you act as a manager what will you do? So, it's kind of a role playing that you will be able to connect with a specific characteristic in an organization and you will be able to learn. So, the trainers typically assign each trainee a character may give each person a handout about his character.

You know let us say 10 people are in the training program each 10 people are given one character and you know you will give handout to understand what each character is about in an organization and trainee able to you know act as should be if they were in a situation how he or she will respond.

So, it's kind of a role play which one of the very effective methods some of you would have even participated in some of the you know a role plays which is one of the very you know useful hands on training method.

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Then the last method of you know hands on which is behavioural modeling. So, the behavioural modeling training has become one of the most widely used and well researched psychological you know training intervention because the behaviour modeling used for essentially for an interpersonal skill training and component for management training programs also.

Because you know the behaviour modeling talks about, in case if there is a conflict in a group how will you understand the team functioning how will you handle the conflict, how will you know appreciate people how will you know better manage the negotiation? So, odd group dynamics in an organization all this is part of a behavioural modeling.
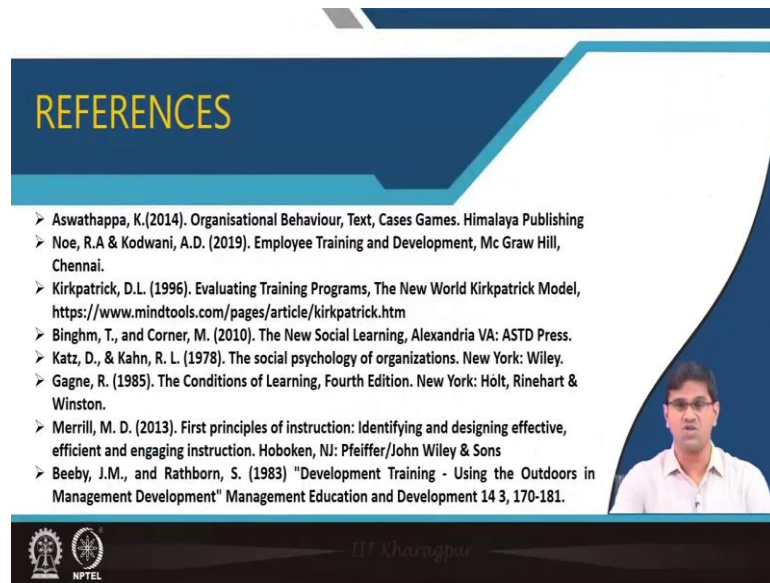
Over a behaviour modeling there are stages in behaviour modeling. One is about you know modeling of a behaviour ok. What is the desired behaviour in a workplace? Then comes the retention if you look at you know if we can recollect the social learning theory which we discussed in one of the lectures that you know you have to come up with a retention ok.

So, you have showed the model which have the desired behaviour what has to be you know used in a work place, then retention, rehearse the behaviour, then take the feedback and transfer of the training. These are the five stages that you have to follow in a behavioural modeling that you know you have to identify desired behaviour.

Desired behaviour that you need to model it and show them, then that you will be able to retain that behaviour and you know practice that particular behaviour and provide feedback to on the specific you know behaviour which is somebody is demonstrating any changes to be made whether is efficient or adequate and that has to be translated to a transfer of training. These are the different stages of a behaviour modeling methods ok.
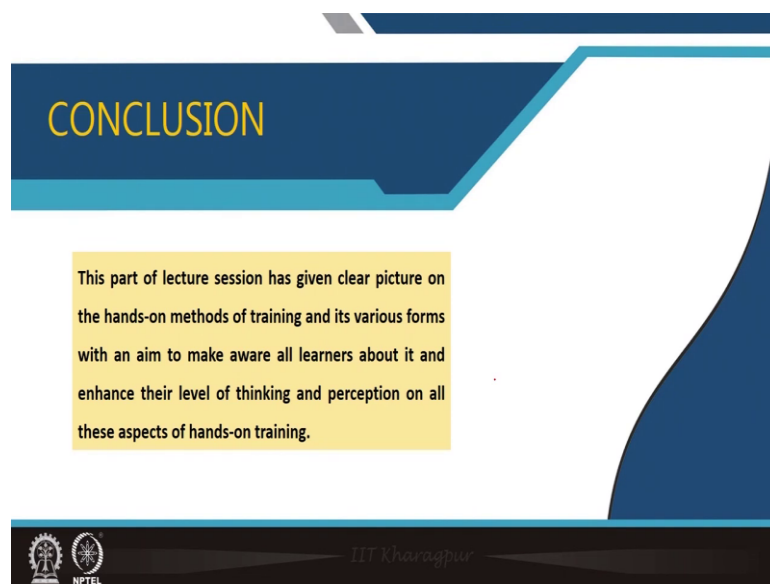
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And these are the references and today we learnt about hands on training method which is of course, is a part of a traditional training method. So, in hands on we discuss about on the job training, apprentices, self directed methods and we also learnt about behavioural modeling, we learnt about you know simulation, case studies, business games.

These are all see most widely used you know training hands on training methods which has lot of applications and it has greater learning opportunity for the learners when you

are training a training program you can use some of these methods or combinations of the methods which will be able to provide greater transfer of training where in my learners able to learn the concept and go back and apply in the workplace.

Because if it is a hand on or an activity base it's an experiential learning, the moment you provide experiential learning its more is their learning capacity they will learn they will connect with a particular situation, they will learn and they will able to retain this knowledge whatever they learnt and then they gives a there is always a high likelihood that they go back and use these specific learnings in their work places.

So, today we learnt about a hands-on and in the subsequent lecture we are going to discuss about the group modeling, group method of learning and then we will also learn about the technology assisted training methods in the other lectures of this particular module.

Thank you.