

Training and Development
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Module - 09
Lecture - 44
Approaches to Employee Development

Welcome to the sessions on Training and Development. We are on module 9. The 4th lecture session is dedicated to understanding Approaches to Employee Development.

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So, in this lecture session we are going to understand on the different approaches of employee development.

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The slide features a central yellow text box with the following content: "Constant change in the external environment and the implementation of new trends in business requires that organizations adapt to new conditions, and that they respond to them appropriately. Employee development is one of the most important areas which organisations must give focus. As a part of employee development it is important to have frequent training, workshop and skill upgradation for making talented and motivated employees who will consider their work stimulating and interesting and feel of personal success and an opportunity for personal development." To the left of the text box is an orange arrow pointing right with the word "Introduction" inside. The slide background is white with faint icons of gears, a hard hat, and an atom. A small inset video of a woman in a pink top is visible in the bottom right corner. The NPTEL logo is at the bottom left.

So, the constant change in the external environment and the implementation of new trends in business, it requires that the organizations adapt to new conditions and that they respond to them accordingly. Employee development is one of the most important areas in which organizations must give focus on because it is one of the ways to reach the business goals.

As a part of employee development, it is important to have frequent training workshop and skill upgradation for making talented and motivated employees who will consider their work stimulating and interesting and feel personal success as an opportunity for personal development.

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The slide features a blue header and footer with the NPTEL logo. The main content area is white with a blue curved border on the right. On the left, an orange arrow-shaped box contains the text 'Approaches to Employee Development'. To its right, a yellow box lists four approaches: 1. Formal education, 2. Assessment, 3. Job Experiences, and 4. Interpersonal relationship. The background includes icons of gears, a hard hat, and a molecular structure. A small inset video of a woman in a pink top is visible in the bottom right corner.

Now there are four approaches to employee development like formal education, assessment, job experience and interpersonal relationship.

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This slide is similar to the previous one but focuses on the first approach. The orange arrow-shaped box on the left still says 'Approaches to Employee Development'. The yellow box now contains the heading '1. Formal Education programs' followed by a bulleted list: 'Include off-site and on-site education designed for company employees.', 'Involves lectures by experts, business games and simulations.', 'Adventure learning and meeting with customers.', 'Short term program offered by consultant or universities including executive MBA.', 'Include most of the formal education of Certification, Diploma, UG and PG Courses.', and 'Special program for particular job such as engineering, technological, leadership and management.' The background and inset video are the same as in the previous slide.

We will discuss each of them in details. Formal education program; it includes off site and on site education designed for company employees involves lectures by expert's business games and simulations. Adventure learning and meeting with customer's short term programs offered by consultant or universities including executive MBA. Include most of the formal education of certification Diploma UG and PG courses special

program for particular job such as engineering technological leadership and management.

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Approaches to Employee Development

1.1. Executive Education programs

- Executive education include executive MBA, action learning.
- Specialized education like entrepreneurship, change, innovation and global business.
- Curriculum involves face-to-face meeting, virtual session.
- Participants access course content including readings, business cases, discussion boards and webinars.

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Executive education program, it requires like executive education which includes executive MBA action learning. Specialized education for them like entrepreneurship change innovation and global business and the curriculum includes like face to face meeting virtual sessions participants access to course content include readings business cases discussion boards and webinars.

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Approaches to Employee Development

1.2. Formal education: Tuition reimbursement

- It is meant for the reimbursement of employees' cost of education for college and university courses.
- The program or course of study typically should be related to employee's job.
- It increases employee retention rate, readiness to promotion and improvement in job performance.

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Formal education with tuition reimbursement. It is meant for the reimbursement of the employees cost of education for college and university courses. The program or course of study typically should be related to employee's jobs. It increases employee's retention rate readiness to promotion and improvement in job performance.

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The slide features a blue header and footer with the NPTEL logo. The main content area is white with a blue background on the right side. On the left, an orange arrow-shaped box contains the text 'Approaches to Employee Development'. In the center, a yellow box contains the following text:

> 2. Assessment

- Assessment involves collecting information and providing feedback to employees about their behaviour, communication styles or skills.
- The employees, their peers, managers and customers may provide information

A small video inset of a woman in a pink top is visible in the bottom right corner of the slide.

Assessment; assessment involves collecting information and providing feedback to employees about their behaviour communication styles or skills. The employees their peer's managers and customers may provide the information.

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The slide features a blue header and footer with the NPTEL logo. The main content area is white with a blue background on the right side. On the left, an orange arrow-shaped box contains the text 'Approaches to Employee Development'. In the center, a yellow box contains the following text:

> 2.1. Use of Assessment

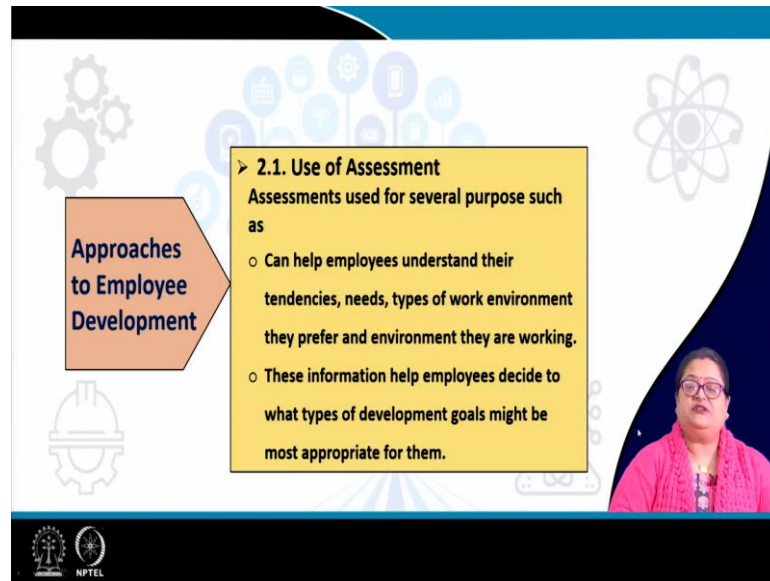
Assessments used for several purpose such as

- To identify employees managerial potential and to measure current managers strengths and weaknesses.
- To identify managers with potential to move into higher-level executive position.
- To identify the strengths and weaknesses of work team members and decision processes or communication styles that inhibit the team's productivity.

A small video inset of a woman in a pink top is visible in the bottom right corner of the slide.

Now what are the uses of assessment? Assessments are used for several purpose such as to identify employee's managerial potential and to measure current manager's strengths and weaknesses to identify managers with potential to move into the higher executive positions to identify the strengths and weaknesses of work team members and decision processes or a communication styles that inhibit the team's productivity.

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Approaches to Employee Development

> **2.1. Use of Assessment**
Assessments used for several purpose such as

- Can help employees understand their tendencies, needs, types of work environment they prefer and environment they are working.
- These information help employees decide to what types of development goals might be most appropriate for them.

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The assessment is used for several purposes such as it can help employees to understand their tendencies needs types of work environment they prefer and the environment that they are working. These information help employees decide to what type of development goals must which may be appropriate for them.

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Approaches to Employee Development

➤ **2.2. Assessment Tools**

Important assessment tools are as follows:

- Personality test
- Employee profile inventory
- Inventories
- Performance appraisal
- Applied reasoning
- 360 degree feedback systems

The important assessment tools are as follows; personality tests, employee profile inventory, then inventories, performance appraisal, applied reasoning, 360-degree feedback systems.

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Approaches to Employee Development

➤ **3. Job Experiences**

Employee development is mostly occurred through job experiences which includes-

- Relationship
- Problem-solving
- Task accomplishment
- Stretch assignments
- Job enlargement

Now 3rd important approach to employee development is that of job experiences. The employee development is which mostly occurs through job experience which includes relationship problem solving, task accomplishment, stretch assignments and job enlargement.

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The slide features a blue header and footer with the NPTEL logo. The main content area is white with a blue border. On the left, a blue arrow-shaped box contains the text 'Approaches to Employee Development'. To the right, a yellow box contains the following text:

- **3. Job Experiences**
 - **Relationship**

An individual can not work on his own. Employees with better relation enjoy higher productivity, revenues and profits. They can never be frustrated and feel isolated as there is good relationship in the organisations

A woman in a pink top is visible in the bottom right corner of the slide.

A relationship an individual cannot work on his own employees with better relation enjoy higher productivity revenues and profits they can never be frustrated and feel isolated as there is good relationship in the organization.

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The slide features a blue header and footer with the NPTEL logo. The main content area is white with a blue border. On the left, a blue arrow-shaped box contains the text 'Approaches to Employee Development'. To the right, a yellow box contains the following text:

- **3. Job Experiences**
 - **Problem solving**

The skill with which employees solve problems has a direct impact on job experience and professional effectiveness. It helps to take advantage of input from employees, colleagues, and others. By taking a step-by-step approach and applying a variety of proven problem-solving techniques, employees can solve virtually any problem

A woman in a pink top is visible in the bottom right corner of the slide.

Problem solving; the skill with which employees solve problems has a direct impact on job experience and professional effectiveness. It helps take advantage of input from employee's colleagues and others by taking a step by step approach and applying a

variety of proven problem solving techniques employees can solve virtually any problem.

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The slide features a blue header and footer with the NPTEL logo. The main content area is white with a blue border. On the left, an orange arrow-shaped box contains the text 'Approaches to Employee Development'. To its right, a yellow box contains the following text:

- **3. Job Experiences**
 - **Task accomplishment**
Task accomplishment is a key focus of many employees given that the goals are always there to achieve. Accomplishment of task in a way that ensures setting priorities, time limits, responsibilities and produce quality results.

A small inset video of a woman in a pink top is visible in the bottom right corner of the slide.

Task accomplishment task accomplishment is a key focus of many employees given that the goals are always there to achieve accomplishment of task in a way that ensures setting priorities time limits responsibilities and produce quality results.

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- **3. Job Experiences**
 - **Stretch assignment**
It refers to the assignments in which there is a mismatch between the employee's skills and past experiences and the skills required for success on the assigned job. Employees stretch their skills which they are forced for and learn in new way to succeed and master the new experience.

A small inset video of a woman in a pink top is visible in the bottom right corner of the slide.

Stretch assignments; it refers to the assignments in which there is a mismatch between the employee's skills and past experiences and skills required for success on the assigned

job. Employees stretch their skills which they are forced for and learning new ways to succeed and master the new experience.

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Approaches to Employee Development

➤ **3. Job Experiences**

- **Job enlargement**
It refers to add challenges or new responsibilities to employees' current jobs. This could be included special project assignment, switching roles within a work team or researching new ways to serve clients and customers .

The slide features a yellow box with the text above. The background includes icons of gears, a hard hat, and a molecular structure. A small video inset of a woman in a pink top is visible in the bottom right corner. The NPTEL logo is at the bottom left.

Job enlargement it refers to add challenges or new responsibilities to employee's current jobs. These could be included special project assignment switching roles within a work team or researching new ways to serve clients and customers. All these are under like the different ways of going through the job experiences.

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Job Demands and Employees' Lessons

Job demands	Lessons learnt
Making transactions	Unfamiliar responsibilities with challenges to prove
Creating change	Developing new directions and inherited problems Reductions decisions on staff education and problems with employees.
Having high level of responsibility	High stakes, managing business diversity, handling external pressure,
Being involved in non-authority relationships	Influencing without authority
Facing obstacles	Adverse business conditions, lack of top management support, difficult boss and lack of personal support

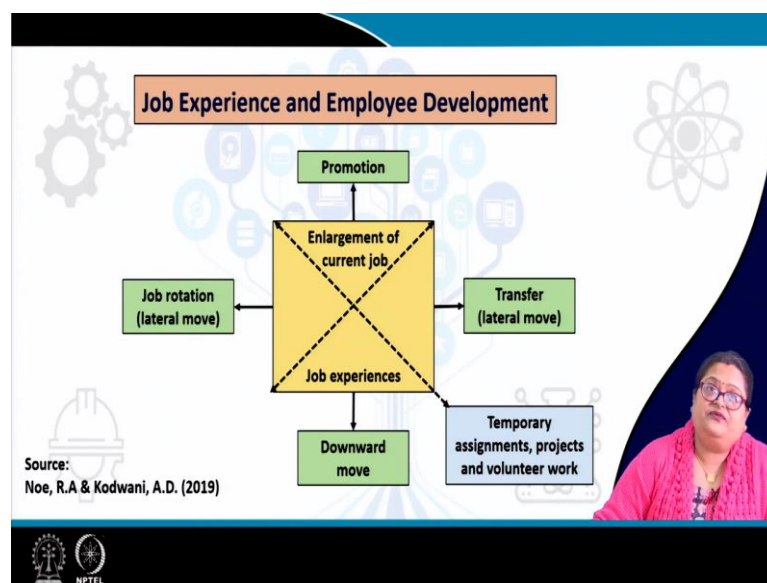
The slide features a table with 5 rows. The background includes icons of gears, a hard hat, and a molecular structure. A small video inset of a woman in a pink top is visible in the bottom right corner. The NPTEL logo is at the bottom left.

Now there are certain job demands and the employees learn certain lessons from those job demands which we can list over here.

The job demands are like making transactions. So, lessons learnt are unfamiliar responsibilities with the challenges to prove. Creating change is a job demand. So, it helps the employee to learn the lesson of developing new directions and inherited problems reductions decisions on staff education and problems with employees. Having high level of responsibility if it is a job demand it helps the employee to learn the lesson of height stakes managing business diversity handling external pressure.

Being involved in non-authoritarian relationship helps in influencing without authority. Facing obstacles which is a part of a job demand. It prepares the employee for adverse business conditions lack of top management support difficult boss and lack of personal support. So, it helps the employee to get in like immune to with all these adverse situations and be prepared to face it.

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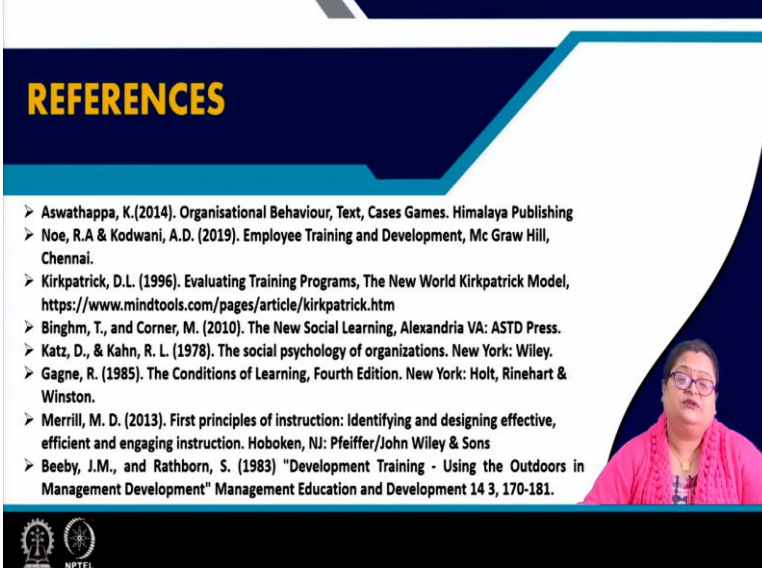


Now if we are to represent the relationship between job experience and employee development. What we find like there could be like four kinds of like job experiences like whenever we talking of a temporary move like temporary assignments projects and volunteer works which may happen.

And there could be four different kinds of forms like transfer which is the lateral move from one location to another job rotation is where you are moved on to a new domain of work and which is again both a lateral move. And if you have been like degraded your position has been degraded as a part of this assignments and project works and whether you are able to keep with the job demands or not.

So, that is a downward move and when you are talking of enlargement of current job where you have to take up more responsibilities and to like ways of adjusting with 8 ways of showing your competences for it. So, that part is called the promotion where you move where the move is in upward move.

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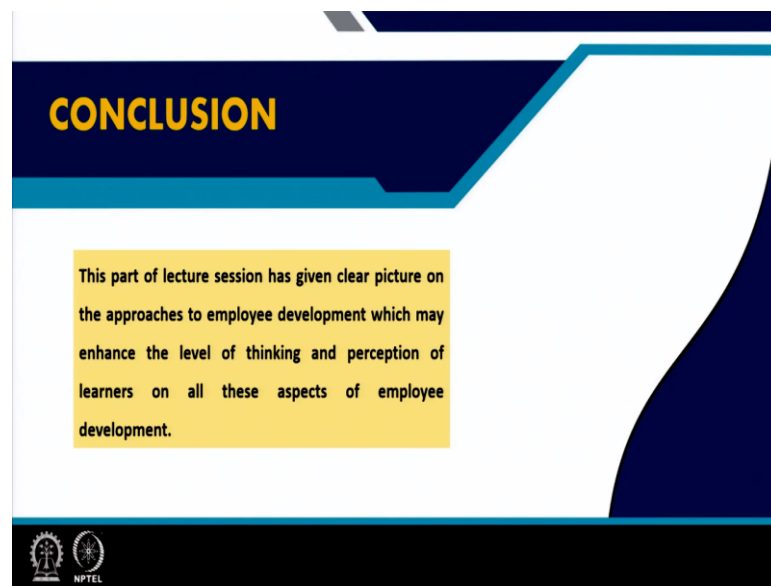
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So, these are the references that we have used for developing the slides.

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So, we hope this part of the lecture session has given a clear picture on the approaches of employee development again which will help us to think and perception of the learners on different aspects of employee development.

Thank you.