

**Training and Development**  
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**Module - 12**  
**Lecture - 62**  
**Managing Disruption in Organizations through Training**

Welcome to the course on Training and Development. We are in module 12, where we are discussing about managing disruptions in organizations. Today we are on lecture 6, where we are going to discuss on Managing Disruptions in Organization through Training in the previous discussions on disruptions in organization, we have understood about what is the concept of disruption, how disruption is linked with the innovation.

The different stages of innovation, why creativity training is important for disruption and why disruption and is becoming the maybe the way in times of like uncertainty and like risky situations.

Now, why it is giving way to new ways of thinking and how training has to get adjusted to it. We have seen how technology is helping the disruptions, we have seen also like what a disruptive to so called traditional disruptive trainee behaviour in training situations, and how to deal with those disruptive behaviours who we think to be disruptive. But if we can like deal with them properly, if we can like nurture them properly, they may be help like working wonders for the organization.

So, how to come out of the mindset like these people are problem creators and trying to bring them to the standard procedures and finding out why they are like doing this kind of behaviour. And how I can use the like positive part in their behaviour, the energy that they are showing to like channelize them to certain behaviours in the organization.

Which are going to do value addition not only for themselves, but also to the organization is where the acumen and the competency of the like trainer lies in how to deal with disruptive behaviours in the organization.

And how to bring out the creative potential of the people. They are like bubbling with energy or they may not be you know like following the standards as decided by the

traditional standards, because they want to express their own views they want to do something different, they want to experiment they want to challenge.

Now, if the trainer understands this and nourishes this behaviour, then it and channelizes the behaviour properly then they can contribute much better to the like in finding developing new products, in coming up with new solutions to existing problems and so on. In today's lecture, we are going to focus on how to manage disruptions in organization through training. So, let us begin.

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This part of the lecture session will be held on managing disruptions in organization through training.

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**Disruption in Organization**

Disruption in organization occurs because of innovation in industries, change in the company's structure, or transformation in organization models. These fundamental changes disrupt the way an organization operates business.

Organizations now feel that they are always undergoing change and this has brought a new culture where change is not meant for coping but to thrive.

The slide features a blue header, a white background with faint gear and lightbulb icons, and a yellow text box. A small image of a person's head with colorful shapes inside is in the top right. The NPTEL logo is in the bottom left, and a video feed of a woman is in the bottom right.

Now, what we understand by disruptions in organization? Disruption in organization occurs because of innovation in industries, change in the company's structure, or transformation in organization models. These fundamental changes disrupt the way and organization operates business.

Organizations now feel that they are always undergoing change and this has brought a new culture where change is not meant for coping, but to thrive.

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**Factors Affecting Organizational Disruption**

➤ Resources:  
When a company has to undergo any change the biggest question that is posed to the decision-makers is about resources including people, technologies, structure, finance and applications. The better access to resources the easier it will become to manage disruptive changes.

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Now, what are the factors which are affecting organizational disruption? The first factor is the resources: when a company has to undergo any change, the biggest question that is posed to the decision-makers is about resources including people, technologies, structure, finance and applications. The better access to resources, the easier it will become to manage disruptive changes.

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**Factors Affecting Organizational Disruption**

**Challenges :**  
Once the organization is aware of the challenges associated with sudden change, it can allocate resources effectively and with that, it will not only cope but will thrive. In any organization if it is not being able to manage any unexpected change could push it out of the business and disruption has become a common practice of this day.

Now, second is the challenges: once the organization is aware of the challenges associated with sudden change, it can allocate the resources properly effectively and with that it will not only cope, but it will thrive.

In any organization if it is not being able to manage any unexpected change, it could push it out of business and the disruption has become a common practice this day.

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The slide features a blue and white background with various icons like gears, a lightbulb, and a hard hat. A central yellow box contains the text under the heading 'Processes :'. To the left, an orange arrow points to the title 'Factors Affecting Organizational Disruption'. To the right, there is a small image of a hand holding a glowing lightbulb. In the bottom right corner, a woman is visible in a video feed. The NPTEL logo is at the bottom left.

**Factors Affecting Organizational Disruption**

**Processes :**

There are business processes be it formal or informal. The type of business processes in place includes interaction, coordination, communication and decision making for employees. It is important that how effectively the organization is coping with such change using the defined processes determines the success of a business.

Next after we understand the challenges, we have to focus on the processes. So, there are business processes which could be formal or informal. The type of business processes in place includes interaction, coordination, communication and decision making for employees. It is important that how effectively the organization is coping with such change using the defined processes determines the success of business.

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The slide features a blue and white background with various icons like gears, a lightbulb, and a hard hat. A central yellow box contains the text under the heading 'Value :'. To the left, an orange arrow points to the title 'Factors Affecting Organizational Disruption'. To the right, there is a small image of a person sitting at a desk. In the bottom right corner, a woman is visible in a video feed. The NPTEL logo is at the bottom left.

**Factors Affecting Organizational Disruption**

**Value :**

Value is attached with the business operation, growth of the organization and achieving successful model become important for business leaders to take care and nurture. Organizational value is a standard that consists of priorities of the employees, investors and customers. It is not limited to corporate value but it goes beyond that.

Value: the next important factor which is affecting disruption organizational disruption is the value. Value is attached with the business operation, growth of the organization, and

achieving successful model become very important for business leaders to take care and nurture. Organizational value is a standard that consists of priorities of the employees, investors and customers. It is not limited to corporate value, but it goes beyond that.

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**Factors Affecting Organizational Disruption**

**Environment :**  
The COVID 19 pandemic has taught us about the abrupt change in business environment. Business leaders are facing the disruption with a spirit of reinvention to accelerate digital transformation, establishing variable cost structure and implementing agile operations.

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Another important thing, very important thing which affects the organizational disruption is of course, the environment. The Covid-19 pandemic has taught us about the abrupt change in business environment. Business leaders are facing the disruption with the spirit of reinvention to accelerate digital transformation, establish variable cost structure and implementing agile operations.



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The slide features a central yellow box with a list of seven strategies for managing organizational disruption. To the left, a blue arrow points to the title 'Ways to Manage Organizational Disruption'. The background includes icons of gears, a hard hat, and a group of people. A video inset in the bottom right shows a woman with glasses speaking. The NPTEL logo is in the bottom left corner.

**Ways to Manage Organizational Disruption**

- Support each other including managers.
- Embrace real feedback to manage.
- Build resilience ritual to organization culture.
- Re-evaluation of the business work.
- Support employees and stakeholders suffering loss.
- Create way out to meet and address disruption.
- Accelerating digital change complexity vital for learning organizations.
- Training employees to be accustomed to the culture of change.

Now, what are the ways to manage organizational disruption? As we have understood it from earlier lectures also like first is the first way to manage organizational disruption is of course, to like understand your collective strength, increase your network having a reciprocating mutual trust for each other and understand the reality like this is the order of the day adjust oneself to it. So, these are certain things that we can do to manage organizational disruption. So, support each other including the managers..

Embrace real feedback to manage, build resilience ritual to organizational culture it is very important to be resilient in terms of this turmoil situations. Re- of the business work, support employees and stakeholders suffering loss, create a way out to meet and address the disruption..

Accelerating digital change completely vital for learning organizations, training employees to be accustomed to the culture of change. It is very important like the employees accept the change understand it as a part of their living, grow with it and like know how to learn from it also.

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**Managing Organizational Disruption Through Training**

Training on innovation, framework and techniques for the employees can be arranged:

- It can stimulate strategic thinking to improve team performance.
- It can help organization to manage disruption and reach its potential.
- It can be significant for retraining and upskilling as a top priority for the employees.
- It enables organization to fulfill the need of customers.
- It can equip the organization to harness disruption.
- It can boost up employees engagement and retention.

The slide features a blue header and footer with the NPTEL logo. On the left, there are icons of gears and a hard hat. On the right, there is a small video inset of a woman speaking. The background is white with a blue wave pattern on the right side.

Managing organizational disruption through training. Training on innovation framework and techniques for the employees can be arranged. It can stimulate strategic thinking to improve team performance, it can help organization to manage disruption and reach its potential. It can be significant for retraining and upskilling as a top priority for the employees. It enables organizations to fulfil the need of customers, it can equip the organization to harness the disruption, it can boost up employee's engagement retention.

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**Managing Organizational Disruption Through Training**

Training on change management can be arranged which can help:

- Knowledge and skill on leadership, motivation, information and communication for managing disruption.
- Employee participation, involvement, loyalty and retention for management the change.
- Employees will facilitate and support each other to address the adjustment problem and monitoring the progress.
- Disruption can be addressed with appropriate means negotiation and employees' agreement to face.
- Employees can adopt selective information to encourage particular way to overcome disruption.

The slide features a blue header and footer with the NPTEL logo. On the left, there are icons of gears and a hard hat. On the right, there is a small video inset of a woman speaking. The background is white with a blue wave pattern on the right side.



Another way to manage organizational disruption through training is to arrange for a training on change management which can help in the knowledge and skill on leadership, motivation information and communication for managing disruption. Employee participation, involvement, loyalty and retention for management of the change. Employees will facilitate and support each other to address the adjustment problem and monitoring in progress.

Disruption can be addressed with appropriate means negotiation and employee's agreement to face it. Employees can adopt selective information to encourage particular way to overcome disruption.

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**Managing Organizational Disruption Through Training**

Training on use of digital technology can be arranged disruption (Refer to Diagram in next slide) as follows:

- **Analyze:** Wait and see how the competition deals with the disruption.
- **Attack:** Identify and deal with threats via swift and aggressive action.
- **Alternative:** Watch what competitors are doing and then identify an alternative market opportunity.
- **Ally:** Partner with another company or build an ecosystem.
- **Acquire:** Buy a company that does what needs to counter disruption.
- **Avoid** Take no action and ignore disruption.

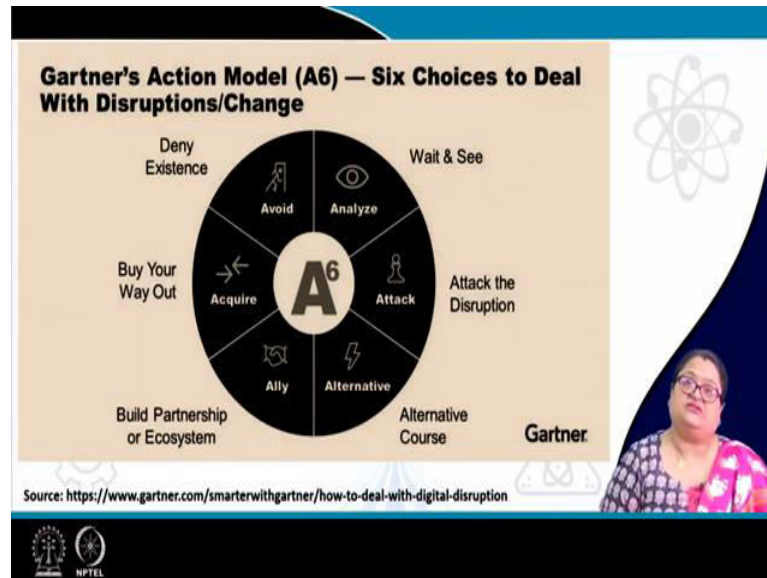
Another training is of course, on the use of digital technology which can be arranged so that we can understand disruption, in which the different training that can be given is to like study the situation and take different measures accordingly.

What are these measures are like? How do you face disruption is like analyze: wait and see how the competition deals with the disruption. Attack: identify and deal with threats via swift and aggressive action.

Alternative: watch what competitors are doing and then identify an alternative market opportunity. Ally: partner with another company or build an ecosystem. Acquire: buy a

company that does what needs to counter disruption. Avoid: take no action and ignore disruption.

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This is Gartner's action model A6 or the six choices to deal with disruptions or change. If you see analyze is wait and see, attack is attacking the disruption, then alternate alternative is alternative courses of actions, then build a partnership or ecosystem is ally. So, acquire is by your way out, where you are going to acquire the organizations and that is how you are getting your strength.

And deny your existences avoid that disruption and keep yourself to be on the safe side. So, these are the six choices to how to deal with disruption or change.

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**Managing Organizational Disruption Through Training**

Training and digital learning with tools to rapidly adapt, curate, deploy and measure training scale as follows:

- Focus on reskilling needs to be assessed regularly to address employees' skills gaps.
- Grow data fluency that is to dedicate resources to analytics.
- Rethink remote interactions through community involvement, subject matter expertise, gamification, video and simulations.

These can encourage employees to support organization through unprecedented disruption and foster its resilience in the long run.

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**Managing Organizational Disruption Through Training**

Training, learning and development disrupted the status quo of organization as follows:

- **Discovery:** Using social media and other communication tools on line and engaging with employees via technology we can discover opportunities long before they become problems.
- **Development:** Mobile phones are now fully capable multimedia development studios. Streaming video is not only free but the quality is good enough to deliver live training or performance support

Now, how do we again manage organizational disruption through training is like; we have to understand like the new type training methods learning and development is disrupted the status quo of the organization by. Like with the steps which happen is that of discovery: using social media and other communication tools online and engaging with employees via technology we can discover opportunities long before they come they become problems.

Development: mobile phones are now fully capable multimedia development studios. Streaming video is not only free, but the quality is good enough to deliver live training or performance report or performance support.

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The slide features a title 'Managing Organizational Disruption Through Training' in a blue arrow-shaped box on the left. The main content is in a yellow box with the heading 'Training, learning and development disrupted the status quo of organization as follows (continued):'. It lists two bullet points: 'Delivery (Publishing): Self-publishing media content is one of the biggest technologies disrupting so many industries...' and 'Mobile devices: There are amazing opportunities for learning presented by new technologies including mobile and cloud technologies which are at the heart of it all'. A small video inset in the bottom right shows a woman speaking. The slide also includes gear and atom icons and an NPTEL logo at the bottom.

**Managing Organizational Disruption Through Training**

Training, learning and development disrupted the status quo of organization as follows (continued):

- **Delivery (Publishing):** Self-publishing media content is one of the biggest technologies disrupting so many industries. Training learning and development professionals are in good company with the news, music, and book industries and delivering contents in many formats.
- **Mobile devices:** There are amazing opportunities for learning presented by new technologies including mobile and cloud technologies which are at the heart of it all

Managing organizational disruption through training. Delivery: self-publishing media content is one of the biggest technologies disrupting so many industries. Training learning and development professionals are in good company with the news, music, and book industries and delivering contents in many formats.

Mobile devices: there are amazing opportunities for learning presented by new technologies including mobile and cloud technologies which are at the heart of it all.

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**Managing Organizational Disruption Through Training**

**Contextual and personalized training for employees plays effective role for managing disruption:**

- In a digitally enhanced ecosystem, such specific needs can be captured to provide personalized training which can be more efficient and effective.
- By leveraging Augmented Reality technologies and Conversational User Interfaces like chatbots, enterprises can provide context specific experiences to employees.

Now, come next if we understand like the communication really plays a very important part. So, where we see like the contextual and personalized training for employees play effective role for managing disruption. In a contextual and personalized training for employees play effective role for managing disruption.

In a digitally enhanced ecosystem, such specific needs can be captured to provide personalized training which can be more efficient and effective. By leveraging argumentative; by leveraging augmented reality augmented sorry; by leveraging augmented reality technologies and conversational user interfaces like chatbots, enterprises can provide contact specific experiences to employees.



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**Managing Organizational Disruption Through Training**

**Real-time Remote Assistance for training to employees is managing disruption:**

- Using Augmented Interactive Reality (AiR) smart glasses platform which enables users to collaborate with remote experts via video calls and receive guidance through real-time image annotations to increase efficiency and innovation.

The slide features a blue and white color scheme with icons of a gear, a person, and a network. A small inset image shows a person using a smart glasses device. The NPTEL logo is visible at the bottom left.

Real-time remote assistance for training to employees is managing disruption. Using Augmented Interactive Reality smartphones platforms which enables users to collaborate with the remote experts via video calls and receive guidance through real time image annotations to increase efficiency and innovation.

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The slide features a blue and white color scheme with a large blue arrow graphic pointing right. The NPTEL logo is visible at the bottom left.

So, these are the references that we have used for preparing the slides and hope we hope that the discussion that we have had now, based on how to manage disruptions in organization through training. We have seen like how training helps us to understand



change how training is helpful at each of the stages of disruption so that we can understand each of these stages in a much better way.

Hope you have understood and like enjoyed the discussions on the different topics under training and development. Any clarification required we will be doing that in the discussion forum, happy learning the subject, happy experimenting with the training methodology so that as a trainer you give a hand holding support to the employees in your organization, so that they can contribute towards the organization's excellence.

And they themselves also find a sense of excellence, a sense of growth in their own life. Become more competent for career, progression and dev career development and move like to the aspired level in the organization and contribute positively and to the organization and lead a holistic life.

So, we have come to the concluding session of the course on training and development. We have made this journey through like 12 modules. Where from we have started with the definition of training and development, we have moved through the different training methods, training need, training evaluation, training design, use of technology in training, then employee development ok.

How it is linked with career progression, we have also seen about the social implications of training, we have seen how it is like the what is the future of training how training is going to look in like in future. We have also seen how to manage disruptions in organization through training.

Next we will be doing certain case studies so that it becomes clearer to you in terms of application like given a particular situation, what kind of training is more appropriate. Given a particular training situation how to deal with the trainees and like what would be the training deliverables, what will be the qualities of the trainers required in that particular situation.

So, we will be bringing certain case studies to you, enjoy reading with us the case studies, solving with us the case studies which will give you more practical knowledge about the imp, the how to apply whatever you have learnt in this module in solving the case studies.

Thank you.