Training and Development
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Module - 12
Lecture - 64
Some Examples / Cases (Contd.)

Welcome back to the lecture sessions on Training and Development. So, as promised we are now discussing on the different Examples and Cases related to the training and development. We have tried to map it to the different modules of discussion so that you can connect the examples with whatever you have learned throughout the cases.

As we are discussing through the case, you can see like whenever a problem situation happens it is sometimes mixed, it is a multi-pronged approach where it is mixed with maybe two three layers of problem where you have to decipher it at different multi levels.

Maybe at the strategic level, then finding out like what are the functions and processes and after doing that then what which could be related to HR problems. And then finding out what is the training issues related to it and then maybe the methods and how to deal with it.
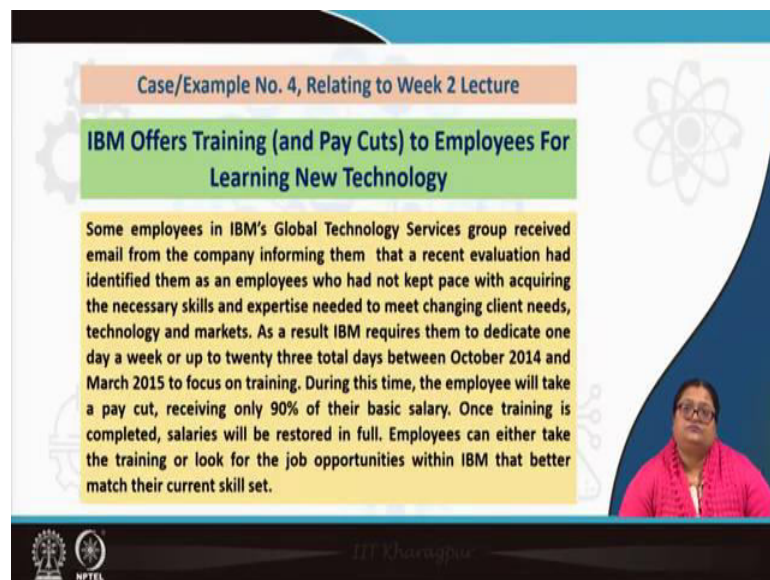
So, we are trying to give you real life situations, examples so that you are able to see the importance and of training and development and connectivity of the training and development, with the existing HR functions and also the effectiveness of the organization. So, let us proceed to like move through the journey of some of the more examples and cases which are related to the different modules of discussion. So, let us begin.

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So, as we understand this part of the lecture session, we will be held to share various successful examples cases relating to the employees training and development.

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And before we begin this discussion on the cases and training on training and development to understand the pockets of the problems or the issues of dilemma. It is very important; it is very important that we we read through the cases very slowly so that and try to like and while we are reading through the case it is very important, you try to formulate a scheme at a cognitive map in your mind to understand and try to connect the

things that have been discussed along with the background knowledge which is already there, we have covered through these discussions on the training module. So, that you can connect facts together.

It is very important as a coach as a trainer to develop this connectivity between facts and your may be knowledge base that you have so that with the help of that knowledge base you can try to address the problem. So, whenever I am discussing this case also, I am stopping at maybe various emphasized points, I may be repeating also so that you get to understand like these are the key areas of focus that you need to take care of.

Maybe think on it and try to find out your answers your solutions for it. So, let us begin with the first example of this discussion session, which is the related to week 2 of the lecture session; it is an IBM offers training and pay cuts to employees for learning new technology. So, some employees in IBMs Global Technology Service groups received email from the company.

Informing that a recent evaluation had identified them as an employee who had not kept pace with acquiring the necessary skills and expertise needed to meet changing client needs, technology and markets. As a result, IBM requires them to dedicate 1 day a week or up to 23 total days between October 2014 and March 2015 to focus on training.

During this time the employee will take a pay cut receiving only 90 percent of their basic salary. Once training is completed salaries will be restored in full. Employees can either take the training or look for the job opportunities with within IBM, that better match their current skill set. So, what are the focus points over here? What you find in the first stanza over here first line few lines of the discussion is the performance evaluation of the candidates have been done.

And so, the it has been reported that certain employees have not gave kept pace with the acquiring new skills and necessary skills and expertise which are required to meet the changing client needs, technology and markets to perform in a better way in the role that they are in the present role. Which are may being essential parts of their present essential like competencies for performing in their present role.

And as a result, the company requires them to dedicate 1 day a week or up to 23 total days between October 14 and March to 2015. The time span is also given to focus on

training, also additionally what you find over here which could be a question of like whether it is an ethical on the part of the organization to do it or not. Like during this time the employee will take a pay cut receiving only 90 percent of their basic salary.

So, or it is check taken as a check point like this can have two things like, so that the employee does not like it is not remaining on the frames of the employees like, whether to go for this training or not. It becomes somewhat a compulsion to go for the training in order to save their pay cuts or. So, that it gets replenished like it is the promise like once the training is completed the salary will be restored in full.

But this could be a questionable pocket of discussion based on the ethical issues involved in it like can we force likes by withholding the incentives, can we force someone to go for training and even if somebody goes for training with that threat does that learning becomes you know like fruitful or something could have been done in a different way. So, those could be the pockets of discussion over here.

And also, it has like the it is or the choice of the employees like either they can take up for this training or it is like it is a summer indirect message given like if they are not upskilling them and meeting the requirements of the job then they may seek for other job opportunities within IBM, that better match with their current skill set. So, this is the case which is been given.

So, this part it tells about like the performance appraisal done and IBMs like sending people for compulsory training, along with some restrictions on the incentives pay part pay cuts. So, so that people are someone forced to go to the training and if they are not going to training, they can look for other job opportunities. So, which may be taken in a different way by the employees. So, let us see how employees have reacted to it.

Obviously as we see like the employees have reacted negatively towards this training program. They noted that all of their group have been assigned the same training, irrespective of their individual skill levels. The purpose of this program is to help employees develop key skills in the areas, such as cloud and mobile computing and advanced data analytics.

IBM believes that the salary cut is a co-investment cost shared by both the employees and the company. IBM calculated that it will lose one day of billing clients each week that the employees are in the training which matches the 20 percent of the compensation of the employees involved. So, the 10 percent of the salary cut actually splits the difference.

So, again what you see there are two perspectives to it. The employees they reacted negatively to the salary to this training program one there is a salary card second what they find like all people in the group have been like sent to the similar kind of training program, same training irrespective of their individual skill levels.

If the performance appraisal have been done reporting like, you are missing on these set of skills the employees also expected like there should be some customized training program based on their performance, which they found is missing.

They found like it is a general training program which is to help employees develop skills, key skills in the areas such as cloud and mobile computing and advanced data analytics. And their respective performances and their needs have may not have been considered totally like, while it is told like you go for this training. But the message that they came was a personalized message with you like you are missing on the skill sets.

From the perspectives of IBM. So, they believe like it is a co-investment of the cost shared by both the employees and the company. The IBM has calculated like how much loss in one day of the billing clients each week that the employees if they are in training how it will happen and which is like which matches the 20 percent of the compensation the employees of the employees involved.

In that case like they are seeing it as a co-investment by the employees and the organization together to learn a new set of skills. But when the skills, the employees may see it in a different way because the they were not consulted to know from them like whether they really want to go for that set of skills or not or it is a generalized program design do they require a training in all of these some of these none of these.

So, this discussion this dialogue with the employees was as still as reported in the case was not there. So, the employees may have seen this as a pay cut in a; on a negative perception, reacted negatively towards it and may not have seen it as a co-investment. Because they why do the feeling could be, why do I invest in something for which I have not been consulted and you know it has been like for which I do not we feel the need of it and it is a compulsion which is given from the side of the organization.

So, this could be one of the perspectives of the employees also. Now, as we see like there is lot of differences between the company perspective when they introduce a particular training and how the employees, who will go for the training receive that information, how do they see that training program. So, if the employees develop and resistance and inertia to the training program and find like it is the organization is sending them for their own benefit and it is not adding to any benefit for themselves.

So, in that case, the actual essence of the learning may not take place. So, let us see what are the questions that are connected to it and how we are able to answer it to the best of our ability based on the information that has been given in the shared in the case.

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So, the question for discussion given is do you believe this program is strategic. So, question 2 is why the employees of IBM reacted negatively. And question 3; obviously, is what others ways might IBM have convinced the affected employees to update and gain the new skills. So, let us see let us try to answer the questions one by one.

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So, like when to answer to the first question, like do you believe this program is strategic? So, we can think it to be strategy because the IBM believes that the salary cut is a co-investment cost shared by both employees and company. And it may visual, it

may have visualized like the skill sets that the data analytics or AI or machine learning whatever they are telling like you need to be updated on.

So, those like these skill sets that they have reported like cloud, mobile computing, advanced data analytics are the skills which are required for survival in the particular position, because clients are increasingly demanding these skill sets. So, it can be taken to be a strategic program. So, not and also like where they try to involve the employees in it.

But the ways that they have taken for involving the employee intention may be may have been correct, but the process may not be had that much correct and we need to have a relook into it. So, what are the employee; why that is why maybe these employees have negatively reacted towards it.

So, why the employees of IBM have reacted negatively? Because they have noted that all their group have been assigned the same training irrespective of their individual skill levels. So, that is why in the 5 first question, we told like it could be somewhat strategic in nature. But you know, but when it talks of like competency based training and development individualized training and development. Because there is a gap in what performance and management has been done.

The you have understood like you are missing on this the skill set, but when you try to you are given a training program that is not customized to your specific need or your specific proficiency level, but you are sent to something very generalized which all other group members are receiving.

So, in that case, there is some gap. It may have it is tried to be way on the strategic training, but again when it comes to need based training analysis and need best training delivery there may be, it has not been able to meet the expectation. Because the employees found like that their training that has been assigned is not being mapped to their individual skill levels and training needs.

So, when we talk of like what are the ways IBM could have convinced the affected employees to update and gain new skills. Like so they could have like instead of pay cuts, they could have been offering promotional benefits with extra pay packs at a program help employees as in the long run. They could have generated awareness camps

to understand like to make people decide on, like what are the skill sets they would like to enhance and connecting the people with the goals of the organization.

So, that they understand these are the skill sets that are required for our survival and we need to upgrade on it and we are given a freedom to choose at our own pace, what are the like skills that we are going to learn now, at our own pace and we have a choice in and we can design our own learning, like calendar or you know like things to be learned. Then it would have been a better delivery method.

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The next case that we have is on Capgemini, which is on like the week 8 which is mapped with the week 8 of the lecture the which were more on like the technology based training. So, Capgemini reskilled employees for digital technology. Capgemini is the leading global French multinational professional services and business consulting corporation, had 1,93,077 employees in 2017. 1,93,077 employees in 2017.

The company became one of the largest IT consulting outsourcing and professional services companies in the world. Considering the emergence of digital technology Capgemini planned to upskill the entire workforce of the Indian domain in digital skills by the year 2018. So, seeing the market demand may be the upcoming skill demands it decided, like it should upskill its entire workforce the Indian domain in the digital skills by the year 2018.

So, along with that what it decided, it also ramped up hiring of freshers and planned to take the number up to 40 percent of the total hires in a year from 15 to 20 percent. So, each employee was given the chance to be an opportunity to be benefited from the training program, the focused on skills related to digital and cloud. So, what you find the strategy over here like, it has not only decided to like upskill its employees, train them in the digital skills.

But it is also like tries increased its hiring and planned to take the number up to 40 percent of the total hires. So, in the year from like in the year from 15 to 20 percent, because these kids are like the newer generation has already learned these things as a part of the theoretical knowledge in there, as a part of their graduation or the degrees that they have been doing.

So, it is better to have a mix and match of both existing employees getting trained for certain skills and people who are job ready, may be required some polishing, may require some exposure to the organizational or situations who knows the theoretical backdrop of it and becomes job ready after some initial training.

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So, before suggesting any training the company conducted an aptitude test to understand the areas of improvement.

Since its inception in 2016 the program has trained around 60000 employees. A combination of both classroom sessions and specially created custom-made online modules were used in the training. The company which was always acknowledged the importance of training, has 40 hours of training obligatory per year. So, whether like whenever you enter it is 40 hours of obligatory training per year.

However, the focus of the training shifted towards newer technologies because that was the need of the work people felt that is required for survival. Other its giants also showed their inclination towards training initiatives. Tata consultancy services in 2015 trained around 1 lakh employees. Where you have the scenario, we can understand like the Capgemini is a type of organization which is future focused understands like where the organization is going to be there in future.

What are the required skill sets in future how much of that like present employees are trainable by what time they will get ready to perform with the newer skill sets. And what part we can fill up or we can combine with any fresh recruits, who after initial trainings on the organizational orientation job orientation also becomes ready to perform together.

And that is where you have a collected well-trained set of manpower who are ready to face these challenges of digital technology and may because when it is shifting, may be the rapid changes people need to be adapting to these technologies also keep on learning also. So, these things are very important. So, keeping these things in mind the company has framed certain policies about itself. So, and that is where you see like it has made like the 40 hours of training obligatory per year.

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Now, the questions for discussion over here, like what was the approach of training need assessment by Capgemini?

Why was Capgemini planned to upskill entire workforce of the Indian domain means digital skills? And what was the focus of skill development training program and planned? So, these are the three basic questions which are brought into the case and we will try to answer each of them separately.

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So, now we try to answer each of these questions separately. Now what was the approach of training need assessment by Capgemini? The company conducted an aptitude test to understand the areas of improvement of the employees. So, when you take this, when you do an aptitude test to understand the areas of improvement for the employees, you get to understand what are the areas where people will need a training or hand holding support. Not only to perform in their present role, but from this like.

When you give an aptitude test or you get a need assessment, you get to know like if given a training what are the future roles that the person will get fit to work in also. So, it is both is performing in the present skill and performing well in future. Why was Capgemini planned to upskill its entire workforce of the Indian domain in digital skills. So, because the it understood the strategic importance of the skill of digital technology for the future business.

So, it is and it is a sort of a, it will become next must have kind of skill a part of eligibility criteria. So, it if considering those facts, the considering the emergence of digital technology the company plan to roll out in that area. So, if you are not knowing it maybe you are not into the job profile. So, it becomes a basic skill so it become it tried to train all its employees with on digital technology.

So, what was the focus of skill development training program plan? The training program that focused on like skills which were related to digital and cloud computing.

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So, these are important things again because these are ups coming skills, these are going to stay it will have its own challenges, it will have its own nuances, it will have its own risks and people will have to adjust to that. So, the main training was given on these aspects so that they are able to perform well with the digital technology and answer to the problems given by clients when they are into direct client handling.

With this we come to the next lecture which is related to week 8 again, which is Facebook Launch Digital and Startup Training Hubs. Now, I will come to the discussion of another case, which is related to the week 8 of the lecture, which is Facebook launched digital and startup training hubs, the online social media and social networking services Facebook was founded by the team of Mark Zuckerberg, Eduardo Saverin, Andrew McCollum, Dustin Moskovitz and Chris Hughes in the year 2004.

It was initially restricted to Harvard students, who had the websites membership. During the course time they expanded it to other higher education institutes. In the year 2006, it was open to everyone age 13 above. Facebook introduced a training hub emerging business in order to enable them to compete with their respective industry giants. This training program aimed at training 5 lakh people by 2020. The training was developed by various local organizations such as Digital Vidya, EDII Dharma Life and Startup India.

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The curriculum was made available in both English and Hindi. It was further planned to be customized depending upon the needs of different people and was also made available

on mobile. The training focused on various concerns such as how to protect one's own ideas, how to hire, how to go about getting funding, what regulations and legal hurdles one needs to consider, how funding like needs to consider, how to build an online reputation and other digital skills.

The mode of training was planned to be online. The plan to offer the same to the students and business owners so that they can learn how to build and create an audience, how to develop content and measure online activity.

So, what we find like the Facebook, which is initially launched by a group of likeminded people and by the team like Mark Zuckerberg and his like colleagues. So, which was restricted as initially a student's group like who could like communicate with each other. So, in 2006, it was open to everyone, but what you see, they still have some ethical restrictions of age 13 and above.

Because below 13 people do not have their sense of like rationality of discriminating what is right, wrong, what is correct, what is not correct and they may like enter into some activities, which may not be socially desirable. So, that like these restrictions have been maintained. So, what after introducing this, so Facebook understood like there would be training opportunities available and like in introducing a training hub which is on it on current business scenarios and technologies is very important for keeping people updated.

So, it introduced a training hub and which was like an aim was to train 5 lakh people. The training was developed by various local organizations such as Digital Vidya, EDII Dharma Life and Startup India. So, as you can see to customize it to the local need the curriculum was made available both in English and Hindi. It was further this decided to be customized depending on the different need of the people.

And like how to protect their own ideas then what are the hurdles that they face how to get the findings what could be the legal hurdles. So, what could be the digital skills required. So, how to make build the online reputation these were very relevant topics of discussion. The more of training was planned to be online, so the plan was to offer the same to the students and business owners so that can learn how to build and create an audience.

How to develop and content measure and for online activity since very important like the people get to understand and maybe develop a protocol ethics regarding what to be done while you are interacting online. So, the it gives you this program, gives you an overall idea of like both to the student and to the people who are making the online delivery. Like what should be done what should not be done like where the camera should be on what is the sitting posture and like what claims of your presence should we make or not make.

Because we understand like people are they are connected virtually and they if we should not be asking for certain things, which requires their physical presence when it is in a restricted situation. And online is done by compulsion and maybe it is not choice as we have seen, like when we went through the pandemic situations. So, how to be flexible to like reframing, having a relook in towards rules and regulations and meeting it as per the demands of the situations that we are talking of this kind of training is required.

So, they have to understand like how they can learn, how to build and create audience, how to develop content and measure online activity. So, it is very important like when there are people are they are face to face you can do the corrections and measure their activities.

So, but when you are talking of like suppose a team building session, it is very more or less easy to do it in like offline mode when few people are there over here present and the we can give them activities too. Which shows like whether people are performing in a team or not, but when it comes to the online platform, it is very difficult to do this kind of activities, like which leads to like team building activities like what is the size of the to, like what is the shape that the rope is doing or maybe we are talking of treasure hunt and other things.

So, online mode has certain restrictions we need to understand it. And here the focus was on how to develop the measures for it and how to develop the content for it, along with the help of the experts who are there and along also with the help of the family person, who can also give many ideas of which can be incorporated for the development of the you know the product or services that you are trying to deliver.

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The idea was that, these qualities should help them in building their personal brand. So, whenever Facebook is has planned to deliver a training program in designing a training hub. So, in the focus on all the way on the employee's development like here, they are able to help them build their personal brand, enhance the digital abilities, understand customer behavior in a much better way and reputation management.

Apart from all these, the hubs also provided online training in designing and building products, services and business plans. Through these sessions the participants were made acquainted with the basics of setting up business including idea protection, legal regulations, overall business plan, marketing plan, and research, then funding challenges, expansions plans and so on.

So, you can find like it has been a type of coaching initiative taken here like the hubs are training people in like designing, training programs and in building products services and business plans. So, through these sessions, like they have made given enough knowledge and the basic of the things like how to think about a business plan, how to go for an idea generation, idea protection, legal regulations, then overall business plan, market research, etcetera and like you what could be the possibilities of expansion and so on.

So, prior to this, Facebook has also trained a large number of businesses and women entrepreneurs in since 2011. So, what you can see like this is an effort taken by Facebook to make people more digitally oriented, than the more empowered to set up their own

businesses and knowing about the each of the steps of the businesses. Submission of the plan, then where from to get the services etcetera and the different challenges of it.

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Now, the based on this, the questions that are related to it what was the training initiative taken in India by Facebook who developed digital and startup training for Facebook, what type of customization was training made by Facebook.

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So, let us see; what was the training initiative taken in India by Facebook was the Facebook has trained a large number of small businesses and women entrepreneurs in India, since 2011.

Then, who developed the digital and startup training for Facebook? Various local organizations such as Digital Vidya, EDII Dharma Life and Startup India developed such training modules for Facebook. So, what you find over there like, it has also created job opportunities for local people where they have got themselves connected with a global initiative and done something which is again serving the people of the locality, where about which like the Facebook may have thought of.

So, that is very important like the local agencies are getting involved in this initiative and that is why there is lot of you know like less of resistance and more of like willingness to take it over, like more of acceptance because local agencies have been involved in it. What type of customization of training was made by Facebook? So, depending upon the needs of the different people training customization and this was made and same was made available on mobile.

Also, if you see there were two versions like English and Hindi of the training manual and ways to be trained because many people may be Hindi language, they are more comfortable with as compared to the English language. So, this is another set of customizations that the Facebook has made further suiting the needs of the current local people.

Next, we have a case which is related to the week 9 of the lecture which is on Coca-Cola University.

Coca-Cola an American multinational beverage corporation was founded in the year 1886. It was popularly known as its flagship product Coca-Cola invented the same year. The Coca-Cola University you can see like the organization has given so much importance to training and development like and the need for it in every aspect of doing the business, that they have like opened up an education institute university of its own. So, that is really very nice.

So, the Coca-Cola University is the company's educational hub, it provides a wide range of courses, like leadership, marketing, human rights, ethics, compliance, diversity, and sustainability, finance, and other competence.

So, some key areas which are very important for the survival of the business from the strategic point of the view. So, these are even training what they are like leadership, marketing, human resources, ethics then diversity, then compliance, is finance and compliance compliances. So, ethics ethical regulations rights these are very important.

So, it is seen like here the trainings were provided either through classroom learning or e-learning. In 2009, around 27,000 employees participated in 17,200 classrooms and the 39,100 employees participated in e-learning courses. As a part of their annual appraisal

the employees took part in the mid-year and year end career discussion with the managers.

So, as a part of the annual appraisal what you find the employees took part in the middle year and the year-end discussion with their managers. So, this is a discussion where as I told like which may be where the other company went wrong, is not discussing with the employees about their futures and their future skill needs in order to upgrade themselves. Rather they have done what they what they thought best and put it on the employees so that is where these two organizations vary.

So, here it is clearly told in the case as a part of the annual appraisal system, the employees took part in mid-year and at the at the year-end career discussions with the managers.
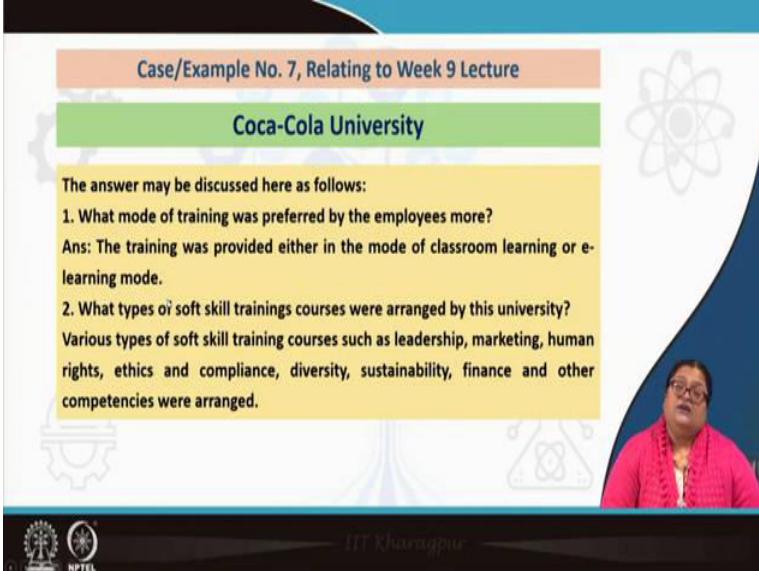
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Now, what the employees were expected to do is to analyze their performance with the set goals and suggest appropriate training they consider important for them. So, this is another thing that you see over here is which is unlike the previous examples that you have seen.

Is the employee is getting involved in the decision-making process, in the defining in defining the course material. The need of the students are getting the priority in understanding how to like deliver customized courses for them. So, the employees were

expected to analyze their performance with the set goals and suggest appropriate training they consider important for them, this one is very important.

Along with this reimbursement facility was also made available to employees for seeking higher education. So, if you are interested for higher education, then what would be the reimbursement facility for it. Now, related to it questions for discussion is what mode of training was preferred by the employees more, and what type of soft skill training courses were arranged by this university.

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The questions like the answers to these questions are like, what mode of training was preferred by the employees more. It was like the you can see it was provided either in online mode classroom teaching or e-learning mode so that and people chose like based on their needs and aspirations and the schedule that they have having. So, it is like it, is important like the trainer can the training can choose between either a classroom learning or a like online mode.

So, that their keep their learning ongoing that is most important. It is not important like how you are doing it or where you are doing it, but it is very important that you are learning regularly, assimilating facts getting to know things and able to uncertain the gaps address the gaps and try to take suggestions how to fill those gaps of understanding. So, how you are doing it may become secondary.

So, employees, the training were provided either in classroom learning or e-learning mode and the employees choose between them. What types of soft skill training courses were harassed by this university, various types of soft skill training such as leadership, marketing, human rights, ethics, compliance, diversity, sustainability, finance, and other competencies were arranged.

Because these are the competencies as we understand that very required for survival in a particular organization whether it is Coca-Cola University or no, certain basic skill sets are required by the organization for their survival in this system of like, system where there are pressures from different external agencies for proving oneself. There are like different stakeholders connect or unconnected stakeholders, they have their own demands and pressures and you have to answer to it.

So, the so it is very important like, the you get yourself accustomed to various soft skills like leadership, marketing, human resources, ethics, diversity, sustainability, finance, and other competencies so that you are more sensitive to the cultural difference differences, time zone differences, like what like even the language you need to understand, the speech of, if possible, of your host countries.

And like or the countries that you are going to do your business with. So, that the meaning does not change and whatever that person is trying to make, you understand you understand the same thing also. If you start understanding different things based on your own knowledge background, own exposures and the person who is on the other side who is trying to make you understand certain things, there should not be any like differences rather, you may be able to appreciate what the person is telling.

So, these kind of trainings of the soft skill as mentioned over here is very important for understanding diversity inclusion and sustainability, so that you are able to survive not only in the market, but also in the mind mental map of the persons and the society.
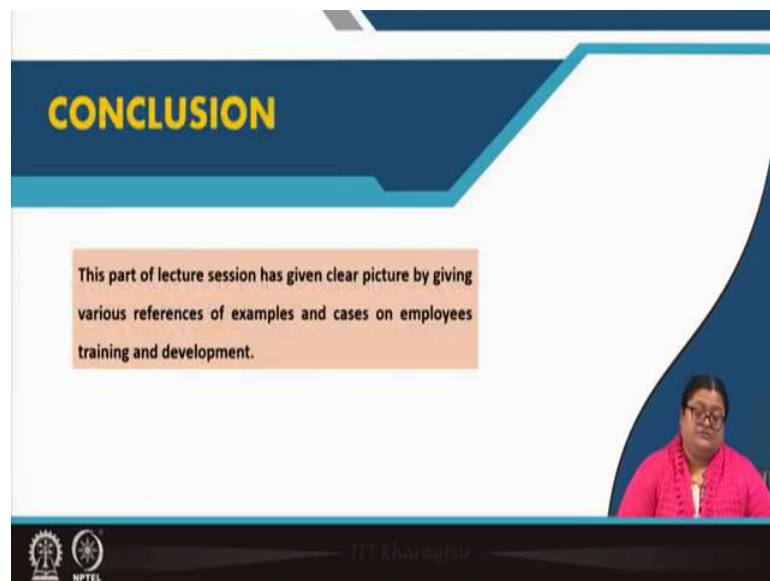
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So, these are the references for these slides. And thank you we will meet you with another lecture session, followed with which are connected to the different modules.

Thank you.