

Training and Development
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Module - 12
Lecture - 65
Some Examples / Cases (Contd.)

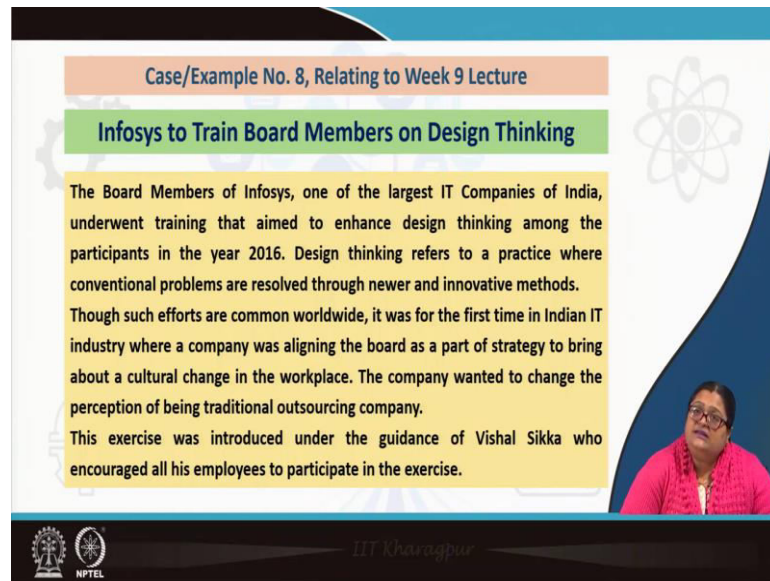
Welcome back. We were continuing with some of the discussions on the Cases and Examples. So, we will continue with that discussion which is connected to the different modules of the case studies, of the modules and the case studies related to it. So, let us begin.

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

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The slide features a title bar at the top with the text "Case/Example No. 8, Relating to Week 9 Lecture". Below this is a green header box containing the title "Infosys to Train Board Members on Design Thinking". The main content is in a yellow box with three paragraphs of text. To the right of the text is a small video inset showing a woman with glasses and a pink top. The slide also includes a logo of a stylized atom in the top right corner and logos for IIT Kharagpur and NPTEL at the bottom.

Case/Example No. 8, Relating to Week 9 Lecture

Infosys to Train Board Members on Design Thinking

The Board Members of Infosys, one of the largest IT Companies of India, underwent training that aimed to enhance design thinking among the participants in the year 2016. Design thinking refers to a practice where conventional problems are resolved through newer and innovative methods.

Though such efforts are common worldwide, it was for the first time in Indian IT industry where a company was aligning the board as a part of strategy to bring about a cultural change in the workplace. The company wanted to change the perception of being traditional outsourcing company.

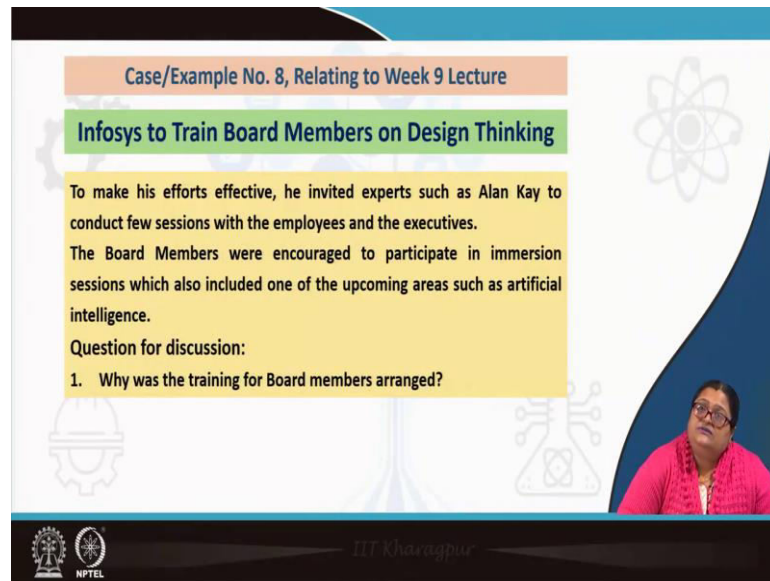
This exercise was introduced under the guidance of Vishal Sikka who encouraged all his employees to participate in the exercise.

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So, this example we are relating to week 9 of the lecture session where we are trying to see like how Infosys is trying to train Board Members on design thinking. The Board Members of Infosys, one of the largest IT Companies in India, underwent training that aimed to enhance design thinking among the participants in the year 2016. Design thinking refers to a practice where conventional problems are resolved through newer and innovative methods.

Though such efforts are common worldwide, it was for the first time in Indian IT industry where a company was aligning the board as a part of strategy to bring about a cultural change in the workplace. The company wanted to change the perception of being traditional outsourcing company. This exercise was introduced under the guidance of Vishal Sikka who encouraged all his employees to participate in the exercise.

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Case/Example No. 8, Relating to Week 9 Lecture

Infosys to Train Board Members on Design Thinking

To make his efforts effective, he invited experts such as Alan Kay to conduct few sessions with the employees and the executives.

The Board Members were encouraged to participate in immersion sessions which also included one of the upcoming areas such as artificial intelligence.

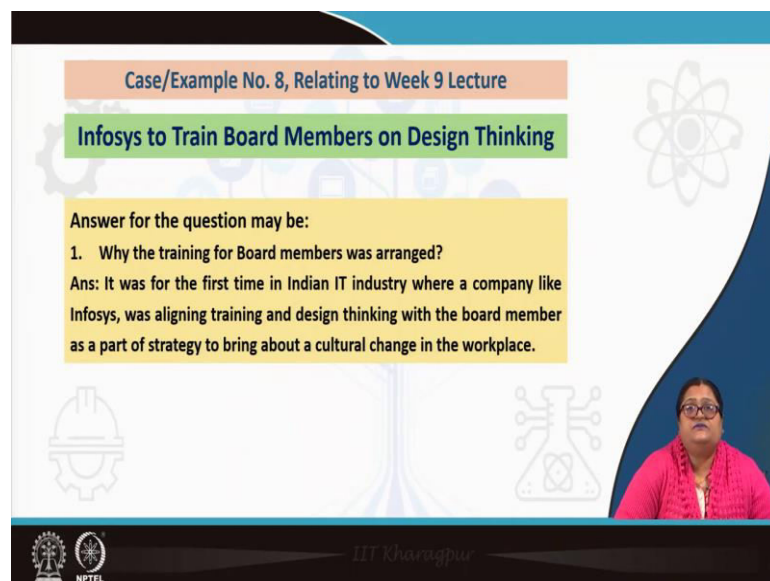
Question for discussion:

1. Why was the training for Board members arranged?

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To make his efforts effective, he invited experts such as Alan Kay to conduct few sessions with the employees and the executives. The Board Members were encouraged to participate in immersion sessions which also included one of the upcoming areas such as artificial intelligence. Now, the question which is for discussion is why was the training for Board Members arranged?

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Case/Example No. 8, Relating to Week 9 Lecture

Infosys to Train Board Members on Design Thinking

Answer for the question may be:

1. Why the training for Board members was arranged?

Ans: It was for the first time in Indian IT industry where a company like Infosys, was aligning training and design thinking with the board member as a part of strategy to bring about a cultural change in the workplace.

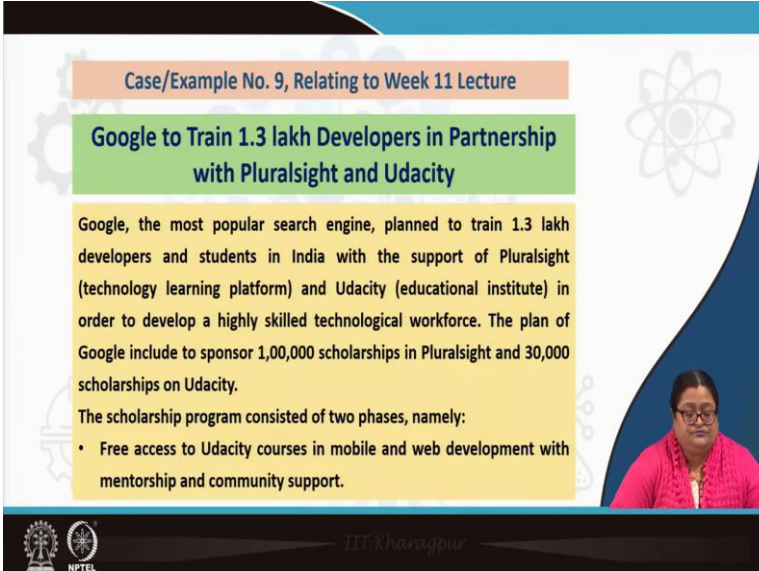
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It can be answered in this way, like it was with the first time in the Indian IT industry where a company like Infosys was aligning training and design thinking with the Board

Member as a part of strategy to bring about cultural change in the workplace. So, if we can understand as a part of if any culture change needs to happen it needs to be like top driven. So, the people at the bone level they need to visualize the change understand it, assimilate it, align with it themselves and then only they can like propagate it, they then only they can disseminate that training that knowledge to the other people present in the organization.

So, it is very essential part like the Board Members get aligned to the vision, the philosophy which is going to bring in a cultural change and for that reason the training for the Board Members were arranged.

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Case/Example No. 9, Relating to Week 11 Lecture

Google to Train 1.3 lakh Developers in Partnership with Pluralsight and Udacity

Google, the most popular search engine, planned to train 1.3 lakh developers and students in India with the support of Pluralsight (technology learning platform) and Udacity (educational institute) in order to develop a highly skilled technological workforce. The plan of Google include to sponsor 1,00,000 scholarships in Pluralsight and 30,000 scholarships on Udacity.

The scholarship program consisted of two phases, namely:

- Free access to Udacity courses in mobile and web development with mentorship and community support.

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Next, we can discuss about like the effect, the efforts taken by Google to train at least 1.3 lakh developers in Partnership with Pluralsight and Udacity. This is connected to the lecture of to the week 11 of the lecture session. So, the Google the most popular search engine, planned to train 1.3 lakh developers and students in India with the support of Pluralsight technology learning platform and Udacity educational institute in order to develop a highly skilled technological workforce.

The plan of Google include to sponsor like more than lacks scholarships in Pluralsight and 30,000 scholarships in Udacity. The scholarship program consisted of two phases,

namely, free access to Udacity courses in mobile and wave development with mentorship and community support.

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Case/Example No. 9, Relating to Week 11 Lecture

Google to Train 1.3 lakh Developers in Partnership with Pluralsight and Udacity

- Top 1000 performers get entitled for additional six-month scholarship to mobile and web developer Nanodegree programmes, which include mentorship, community support and expert project reviews.

Around 2,10,000 students have already completed Google developed courses on Udacity.

Around 1,17,000 students completed the course in 2017 alone. Google has trained around 1000 faculties across 400 colleges and 11 state universities for technologies of the future.

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The top 1000 performers get entitled for additional six-month scholarship to mobile and web developer Nanodegree programmes, which include mentorship, community support and expert project reviews. Around 2,10,000 students have already completed Google developed courses in Udacity. Around 1,17,000 students completed the courses in 2017 alone. Google has trained around 1000 faculties across 400 colleges and 11 state universities for technologies of the future.

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Case/Example No. 9, Relating to Week 11 Lecture

Google to Train 1.3 lakh Developers in Partnership with Pluralsight and Udacity

Question for discussion:

1. What is the purpose of having Google's partnership with Pluralsight and Udacity?
2. Google planned to sponsor 30,000 scholarships on Udacity. Around 2,10,000 students have already completed Google developed courses on Udacity. Why is it happened?

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Now, the questions for discussion. What was the purpose of having Google's partnership with Pluralsight and Udacity? Google planned to sponsor 30,000 scholarships on Udacity. Around 2,10,000 students have already completed Google developed courses on Udacity. Why it has happened?

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Case/Example No. 9, Relating to Week 11 Lecture

Google to Train 1.3 lakh Developers in Partnership with Pluralsight and Udacity

Discussion on answer may not be limited to:

1. What is the purpose of having Google's partnership with Pluralsight and Udacity?

Ans: It may be that in order to develop a highly skilled technological workforce within a particular period, Google decided to establish partnership.

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So, we can discuss the question like the answers in this respect that there could be other like answers also which you can discuss in the like discussion mode when we come up, we have tried to give you some suggested answers like this as it goes. Like, what is the

purpose of Google having partnership with Pluralsight and Udacity? It may be that in order to develop a highly skilled technological workforce within a period Google decided to establish this partnership.

So, that they are training their future employees they are making them ready. So, that from that they can have a larger pool of people who are already ready to enter into the workforce. And they are taking this initiative, so that they are training them on those things or for which like they will be required later on and as young brands as enthusiastic people they can learn in a much better way. So, maybe Google has taken this initiative.

So, you can think of other answers also and write to us in the discussion board, about your thought process of the all the case discussions that are going on, and the answers, probable answers that you may think about like the questions that have been posted.

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The slide is titled "Case/Example No. 9, Relating to Week 11 Lecture" and "Google to Train 1.3 lakh Developers in Partnership with Pluralsight and Udacity". It contains a discussion question and an answer. The question asks why 2,10,000 students completed Google-developed courses on Udacity when 30,000 scholarships were planned. The answer suggests that free access to courses, mentorship, and community support were influential factors, or that Google increased its sponsorship.

Case/Example No. 9, Relating to Week 11 Lecture

Google to Train 1.3 lakh Developers in Partnership with Pluralsight and Udacity

Discussion on answer may not be limited to:

2. Google planned to sponsor 30,000 scholarships on Udacity. Around 2,10,000 students have already completed Google developed courses on Udacity. Why is it happened?

Ans: Free access to Udacity courses in mobile and web development with mentorship and community support may be an influential factor. Or, it may be happened that Google might have increased its sponsorship on Udacity.

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So, the Google planned like to sponsor 30,000 scholarships in Udacity, but 2,10,000 people have completed the courses, like why it is so happened? Like, free access to Udacity courses in mobile and web development with mentorship and community support may be an influential factor. Or, or it may have also happened that Google might have increased its sponsorship on Udacity.

Whatever it is, like the Google the Google has got attached to this course is of course, again the reputation building Udacity courses and the Google has partnered with it, has

made the courses the popular and people have taken much, like more people have completed this course like free access it is freely accessible. So, that people have taken their learning opportunity and learn from it for on the self paced courses.

Because whenever we are talking of career development, whenever we are talking of self-development, it is also in the hand of the employees to develop the employees and future employees to develop themselves. So, you have, you need to be in search of how to keep yourself updated, upgraded and you have to take advantage of the available knowledge which is now more with this like education being open more free courses are available.

And you need to take full advantage of it. Maybe the students have taken that advantage and that is why there has been so many students who have completed the Google developed courses on Udacity.

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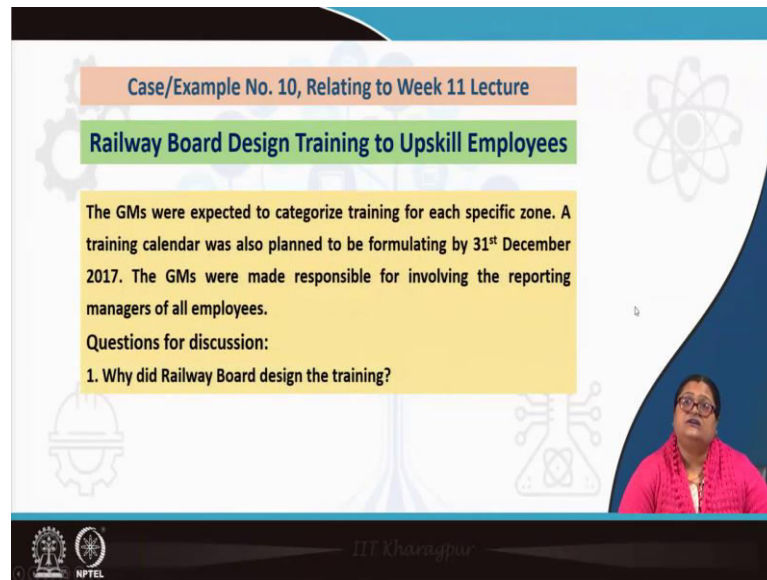
The slide features a blue header with the text 'Case/Example No. 10, Relating to Week 11 Lecture'. Below this is a green box with the title 'Railway Board Design Training to Upskill Employees'. The main content is in a yellow box, describing a five-day on-the-job skill training program for Indian railway employees. The text states that the program was developed by General Managers as suggested by the Chairman of the Rail Board, Ashwani Lohani, to cater to growing passenger expectations. It also mentions the introduction of training capsules to boost productivity and efficiency, and that each employee had undergone a week's training in skills and knowledge related to their work. The project was named 'Saksham'. In the bottom right corner, there is a small video inset of a woman with glasses wearing a pink shawl. The slide footer includes the IIT Kharagpur logo and the NPTEL logo.

Another example which is related to week 11 of the lecture is the Railway Board's Design Training ups to Upskill the Employees. A 5 days on-the-job skill training was designed for Indian railways employees in order to cater to the needs of growing passenger expectations for superior service amenities.

The program was to be developed by the General Managers as suggested by the Chairman Rail Board, Ashwani Lohani. Mister Lohani also, suggested the introduction

of the training capsules for all the employees to boost their productivity and efficiency. Each employee in each zone had undergone one a week's training in skills and knowledge related to their work. This project was to be named as Saksham.

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Case/Example No. 10, Relating to Week 11 Lecture

Railway Board Design Training to Upskill Employees

The GMs were expected to categorize training for each specific zone. A training calendar was also planned to be formulating by 31st December 2017. The GMs were made responsible for involving the reporting managers of all employees.

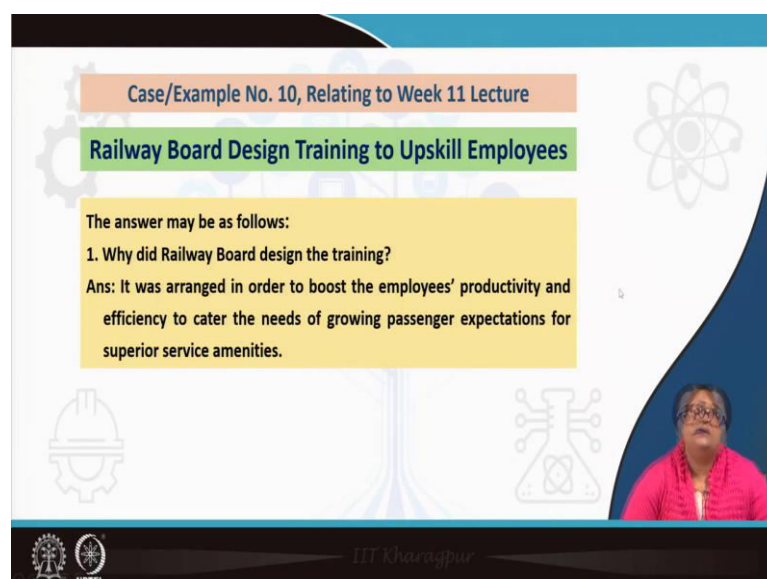
Questions for discussion:

1. Why did Railway Board design the training?

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The GMS were expected to categorize training for each specific zone. A training calendar was also planned to be formulating by the 31st December 2017. The GMS were made responsible for involving the reporting managers of all the employees. Question is why did the Railway Board design the training? Let us see.

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Case/Example No. 10, Relating to Week 11 Lecture

Railway Board Design Training to Upskill Employees

The answer may be as follows:

1. Why did Railway Board design the training?

Ans: It was arranged in order to boost the employees' productivity and efficiency to cater the needs of growing passenger expectations for superior service amenities.

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So, the other points that you find in this whole discussion was that the GMS were made responsible for involving the reporting managers, for all the employees, and you see the minister also was himself very much like involved. If you read through the case, you will find that the minister was also very much the General Managers, the Chairman, Minister everyone was involved in this whole thing the why this effort.

So, if again it is a top down approach, you just you cannot tell the employees just to go for this training, they need to be energized for it, they need to be boosted for it and people have to take interest in their development. It should not appear like you are sending you for training only for the organizations purpose, but the training is also for the self-development of the employees.

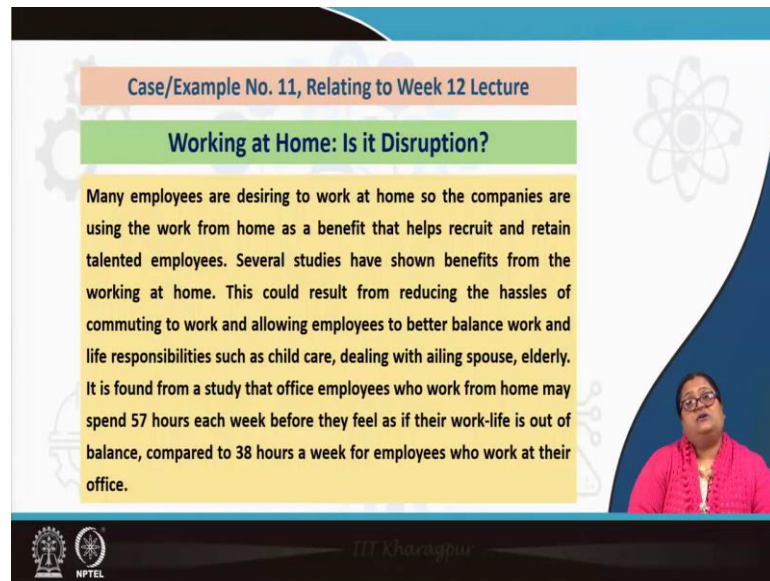
So, the involvement of the General Managers and then the in the designing of the process, monitoring of the process hand holding support, so that they which they facilitate the whole process. And so, that which will help them to make them understand their nature of work.

This is the connection the bond that the develop between a higher level officer and maybe his team members. Through this process of training is also an additional gain that we get from whenever we are talking of the implications of training or the effectiveness of the training program or the like outcomes of a training program.

And a general manager level person comes and addresses the training needs of an employee helps them to understand, give them in hand holding support for their skill development. It automatically creates a like feeling of positive attitude towards the organization, towards the job and increases employee engagement also.

So, these are additional things, additional benefits outcomes that we get in the training process, when it is stop driven and the top people take much interest in the development of the employees throughout the organization.

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Case/Example No. 11, Relating to Week 12 Lecture

Working at Home: Is it Disruption?

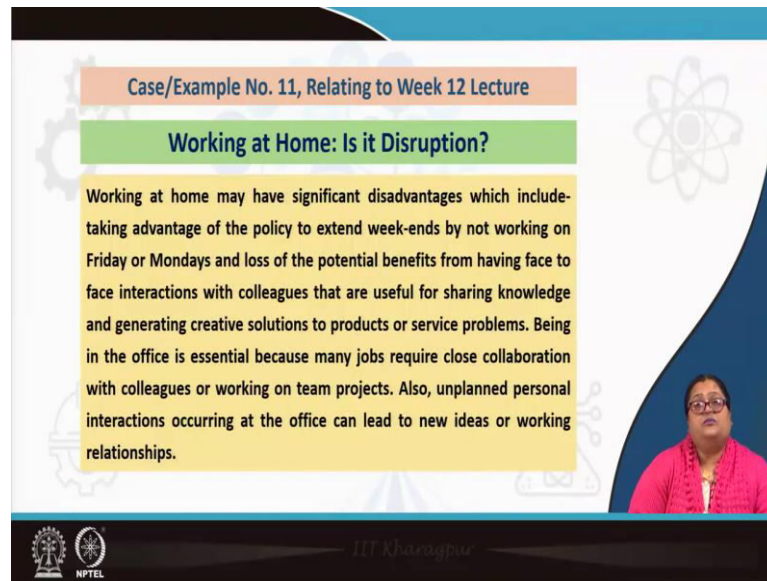
Many employees are desiring to work at home so the companies are using the work from home as a benefit that helps recruit and retain talented employees. Several studies have shown benefits from the working at home. This could result from reducing the hassles of commuting to work and allowing employees to better balance work and life responsibilities such as child care, dealing with ailing spouse, elderly. It is found from a study that office employees who work from home may spend 57 hours each week before they feel as if their work-life is out of balance, compared to 38 hours a week for employees who work at their office.

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Relating to the work working at home is it a disruption. This is related to the week 12 of the lecture session. So, the many employees are desiring to work at home. So, the companies are using the work from home as a benefit that helps recruit and retain talented employees. Several studies I have shown benefits from the working at home.

This could result from reducing the hassles of commuting to work and allowing employees to better balance work and life responsibilities such as child care, dealing with ailing, spouse and elderly. It is found from a study that office employees who work from home may spend around 57 hours each week before they feel as if their work-life is out of their balance, compared to 38 hours a week for employees who work at their office.

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Case/Example No. 11, Relating to Week 12 Lecture

Working at Home: Is it Disruption?

Working at home may have significant disadvantages which include taking advantage of the policy to extend week-ends by not working on Friday or Mondays and loss of the potential benefits from having face to face interactions with colleagues that are useful for sharing knowledge and generating creative solutions to products or service problems. Being in the office is essential because many jobs require close collaboration with colleagues or working on team projects. Also, unplanned personal interactions occurring at the office can lead to new ideas or working relationships.

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But working from home may have several significant disadvantages also which include taking advantage of the policy of to extend weekends by not working on Fridays or Mondays and loss of the potential benefits from having face to face interaction with colleagues that are useful for sharing knowledge and generating creative solutions to products and service problems.

Being in the office is an essential because many jobs require close collaboration with colleagues or working from teams on teams' projects. Also, unplanned personal interactions occurring at the offices can lead to new ideas or working relationships. So, we have like to both the ways the advantages of working from home and the disadvantages and maybe of working from home, and maybe they may be due to like tendencies to escape work tendencies to extend the workload.

And maybe the missed opportunities of you know like interacting with colleagues or some unplanned interactions which may give rise to new ideas and strengthening of the working relationships.

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Case/Example No. 11, Relating to Week 12 Lecture

Working at Home: Is it Disruption?

Question for discussion:

1. What type of disruption we may think of 'working at home'?
2. How this can be dealt with?
3. What type of potential benefits is supposed to be loss?

The slide features a blue and white background with decorative icons of a gear, a lightbulb, and a circuit board. A small inset video of a woman in a pink top is visible in the bottom right corner. The footer includes the IIT Kharagpur and NPTEL logos.

Now, the questions for discussions over here is like; what type of disruptions we may think like is happening with maybe at working from home? And how can this be dealt with? What type of potential benefits is supposed to be loss?

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Case/Example No. 11, Relating to Week 12 Lecture

Working at Home: Is it Disruption?

The answer of each question may be as follows:

1. What type of disruption we may think of 'working at home'?
Ans: This may be an organizational disruption as the companies are using the work from home as a benefit that helps recruit and retain talented employees.
2. How this can be dealt with?
Ans: Training need assessment and designing for employees training can be helpful for upskilling and motivational support.
3. What type of potential benefits is supposed to be loss?
Ans: loss of the potential benefits from having face to face interactions with colleagues that are useful for sharing knowledge and generating creative solutions to products or service problems

The slide features a blue and white background with decorative icons of a gear, a lightbulb, and a circuit board. The footer includes the IIT Kharagpur and NPTEL logos.

So, while trying to answer the first question we may think like this. This could be an organizational disruption as the companies are using the work from home as a benefit that helps recruit and retain talented employees. So, if you are talking of disruptive

thinking, if you are thinking trying to think of thinking in a newer way and preparing ourselves for it.

Maybe before in other situations we never thought of like these kinds of arrangements could be made, some jobs could be done and translated from like working from home. And along with that of course, newer technologies, assistive technologies are coming up that is very important additional points.

Like in order to enable these to happened some assistive technologies are coming up which are helping you to like translate or transform into the system at with much ease. And it is required like people get accustomed of using those technologies like either whether we are talking of Webex meeting or Zoom or Google meet or using hybrid modes of delivering in terms of like while taking classes.

So, all these are newer technologies which are coming up maybe when the situation started at the start point it was not there. But understanding the needs of the situations, understanding the problems that the people are facing day in and day out while working from home and the challenges which are appearing. So, to answer to those challenges newer innovations are taking up in the technology platform and people are getting more accustomed to it, people are also learning it those things are getting assimilated into the system.

And with the help of these assisted technologies these newer ways of working are emerging and that is where the training is required. Now, in how to learn those technologies assimilate this into our process of working and make with the help of those assistive things how to make life in a smoother flow and carry out the work.

So, if you talking of disruption. So, this is the different way of thinking totally from earlier time that has happened. And it has shifted the matrix also. It has shifted the definition also like when you talk of being present at work, like if you talk of absenteeism maybe the way that it was defined earlier, like when it was only working from office and when it was not this like maybe a flexible or hybrid kind of work like sometime you spend in office some of the days of the week you may can work from home.

So, newer definitions are coming up accordingly the matrixes or matrices of measuring it needs to be adjusted also. So, that is where we need to focus and try to see and upgrade ourselves towards those ways of working. So, if from that way this is a disruption in terms of disrupting earlier ways of doing things and pushing people to think into something innovative, something different which is helping towards the productivity of the organization.

And also, helping towards to some extent to maintain or to maybe if we can go through research studies like balancing employees work life, balance and answering to the family issues, balancing work and everything, how beneficial it has been to like make a balance between work life and family life.

And it again it talks of like also need of the persons training in terms of though we are working from home, then how to create an office type situation in the home, so that we are able to maintain a thin line of difference between a private our private life and our professional life. And we are able to be as much serious to our professional requirements deliverables as we are serious to our personal requirements and so, that we are how do we create office space within the of like your home situation also which is the which is your office within your home.

And while you are working from there it is maybe you are in a home set up, but mentally you are there in an office set up and that is with that dedication and with that engagement you are like trying to be seriously working towards your deliverables towards the office work that has been given to you.

So, that is again a different way that the of employees need to learn like how to adjust assimilate this thing within the home situation also. And how to not only get awareness about it oneself, but how to make the family members and the associated people connected in the family to respect that situation and to recognize that it is work going on and be trained for it.

So, that training maybe is also required both in the for the employee and the family members together to recognize and respect that work situation. And create maybe less of disturbances or noises or other talks or you know like allowing the person the space and

the time that is very important allowing the person the space and the time to complete his or her responsibilities for the office work.

Coming next to the question like how this can be dealt with. So, whenever we are talking of this how this can be dealt with, it is like training need assessment and designing for employees training can be helpful for up skilling and motivational support. So, this we this is definitely as we have discussed earlier like up skilling and training the employees for some of the like as I told technological aids, new aids that are coming up, new ways of behaving it is not only technical, but behavioral training also, etiquette training also.

Then, how to like how to interact with the virtual team, how to attend work meetings in virtual situations, new train, new training domain is itself getting unfolded. And how to like; if you are meeting face to face maybe you can design your phase of work who completes and passes it to whom, so how to you like you synchronize your work.

So, these kind time management different training opportunities domains are coming up a team building, virtual teams, interacting how to attend meetings how to control meeting situations, so whichever position you are in. So, these kinds of things are coming up. So, different; so, training needs are required for up skilling and motivational support, so that you accept the situations the context and get yourself prepared. So, that you can like answer to it in a better way.

Along with that which I discussed in addition is of course, like when it is a working from home situation, it is not only the employee who needs to be like mentally understand the importance of the work from home and how the home environment needs to be ready for it, but somewhere it requires the involvement of the family members also in the training process.

So, that they can also understand and respect the work done by the employee from the home and give them that personal space, their as their and respect their role as the employee and allow them that the personal space and time. So, that they can complete their work and like as effectively as they would have done from office.

So, third question of course, which we have tried to answer over here what type of potential benefits is supposed to be loss. Like, the loss of the potential benefits of course,

as we are telling is which we have generally from face to face interactions with colleagues that are useful for sharing knowledge and generating creative solutions to products of service problems.

This is definitely a loss that we have. And, but again we may again find out devices which like whenever we are talking of WhatsApp group and other things video calls. So, these are definitely things which are equitable like equivalence, but we may not tell like these are equals to this face to face interactions.

The warmth that you generate from the colleagues meeting each other maybe discussing on a particular topic brainstorming, new ideas coming up and the social space that you share with each other helps in developing the bond with each other.

So, these are some definite things that which are not present while you are talking of maybe working from home or working through like in virtual modes. But each of the, so each of these things like whether you are in the face to face situation or working in a virtual scenario.

Each will have its own pros and cons, advantages and disadvantages that these are accepted part of the whole thing and we need to adjust to it, be resilient towards it, be flexible towards it. And we may try to design a model which is a hybrid model where we can have a mix and match of both the situations. So, that we can feel that warmth of like the face to face interactions.

Like even like once in a week or through small discussion groups and boards where we are discussing only informal things and may not be the formal work situation. So, there are and, in that way, newer innovations, newer trainings may be coming up and we are looking forward to it.

So, thank you.

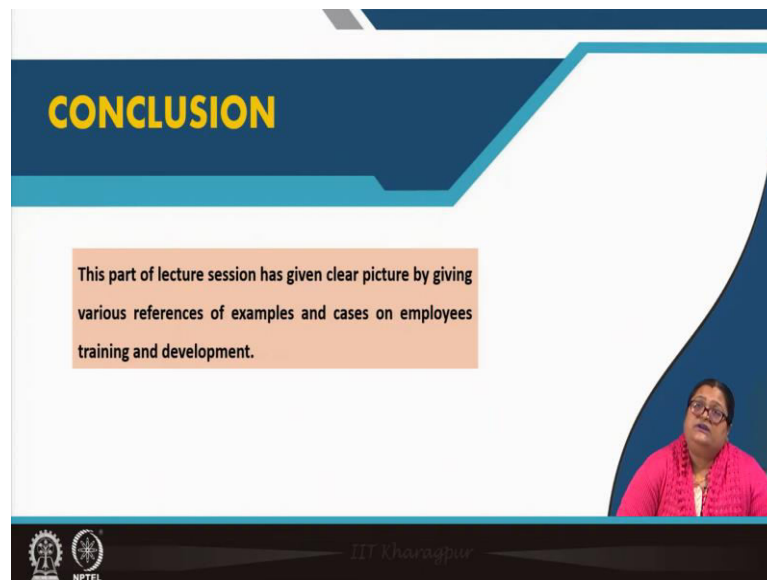
So, with this we come to the end of this lecture session.

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And these have been the references for from where we have developed this the cases that we have discussed in this particular lecture session.

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So, in conclusion, we can tell like this part of the lecture session has given clear picture by giving various references of examples and cases on employees, training and development.

We thank you for your patience hearing and learning. And we expect that you will share your views with us in the discussion more, and maybe more lively discussions on the solving the different cases, examples will be there in the forums when we meet.

Thank you for your patient listening. And hope you enjoyed the whole training module and happy learning.

Thank you.