**Training and Development**
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Module - 02
Lecture - 08
Strategic Training Model

Welcome to the 3rd lecture session of module 2 in which we are discussing about Strategic Training. In the first two lectures of this module, we have discussed about the Concept of Strategic Training and then the Process of Strategic Training. In today's lecture we are going to discuss on the different Models of Strategic Training.

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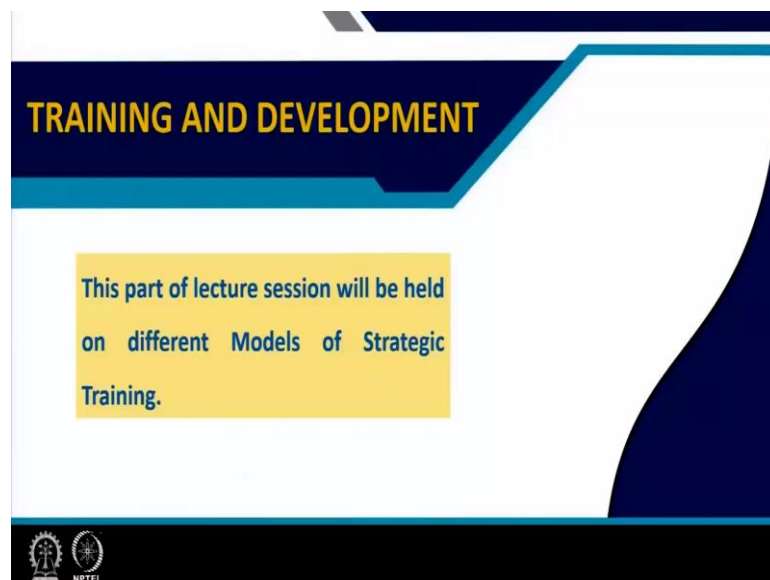
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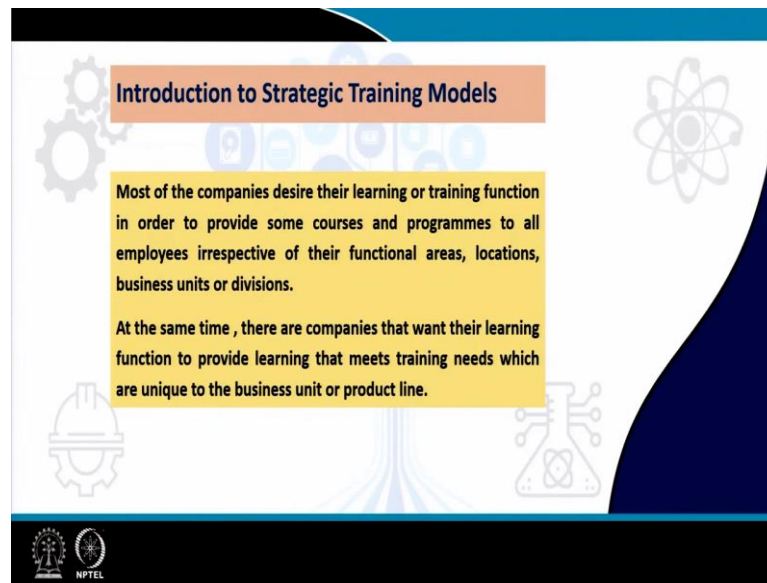
Now, what are these different models and why we need to understand the different models of strategic training? The most of the companies desire their learning or training function to be designed in such a way in order to provide some courses and programmes to all the employees irrespective of their functional areas, locations, business units or divisions.

So, this is one we like we need to design the programme. So, also the companies may want that the training needs that are provided could be very specific to the needs of the business unit and the product line   so, very unique needs of the business unit and product line. So, what I want the training programme to deliver, it depend on like what is my focus that the focus could be like irrespective of everybody gets training.

Where and irrespective of where the person is placed or when, what are the functions they are involved in, what are the business units. So, that could be a very generic aspect of giving some training, but again there could be some specific training which the companies want some very specific departments to receive based on their very unique functions.

In order to reach these objectives, the training needs to be designed in certain way we have to follow certain models which will tell the dynamics between the trainer and the trainee, how many trainees can be addressed at a particular point of time, what would be the mode of delivery and what who all are involved, what is the chain of processes, what

is the environment whether it is like inbound training within the organization or it is an outbound training. So, number of decisions needs to be taken also decisions regarding how the in like the outcome of the training needs to be evaluated.

So, where these decisions are to be taken and based on the objectives that we want to reach whether it is training given to everyone or it is a very department specific training then we have to design it in a particular way which suits this particular objective. The way that we design a training programme are known as the different models that people the organizations follow.

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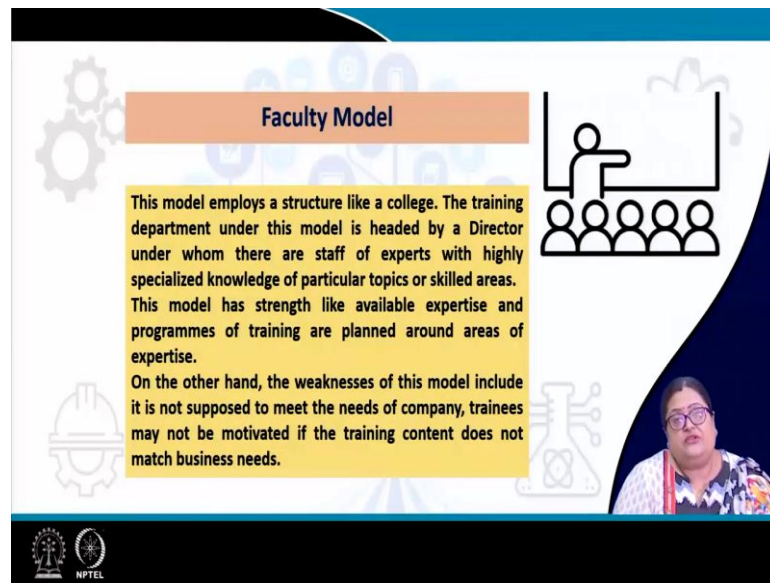Accordingly, there are top five models of organizing strategic training. So, we will see these five top models are faculty model, customer model, metrics model, corporate university model and business embedded model. So, each one of them have their particular objectives to be reached particular aspects of training that they answer and they it has of course, certain limitations also.

So, when we will be discussing about each of these models, we try to see what aspect of like the need for training it addresses and what is the design it is there and also, we will see its limitations. So, let us know about each of these training models.

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So, whenever we are talking of a faculty model this model employs a structure like a college. The training department under this model is headed by a director under whom there are staff of experts with highly specialized knowledge of a particular topics or a skilled area. This model has particular strength in that like the in terms of availability of expertise and programmes of training are planned around the areas of expertise.

But what the drawback may be of this training programme is like if as it is like pivoted around the availability of the faculty members and the expertise that they have it is moving around that the expertise or it is like it is like banking on the expertise of the faculty members who are there.

So, it may be so that it is not mapped to the training needs of the company and that is why the faculty members may end up giving training based on what they can train about and not what the organization really needs that organization really needs the training on. So, this gap like based on if it is not mapped with the company's needs of training. Then the trainees may not be motivated if the training content does not match with the business needs.

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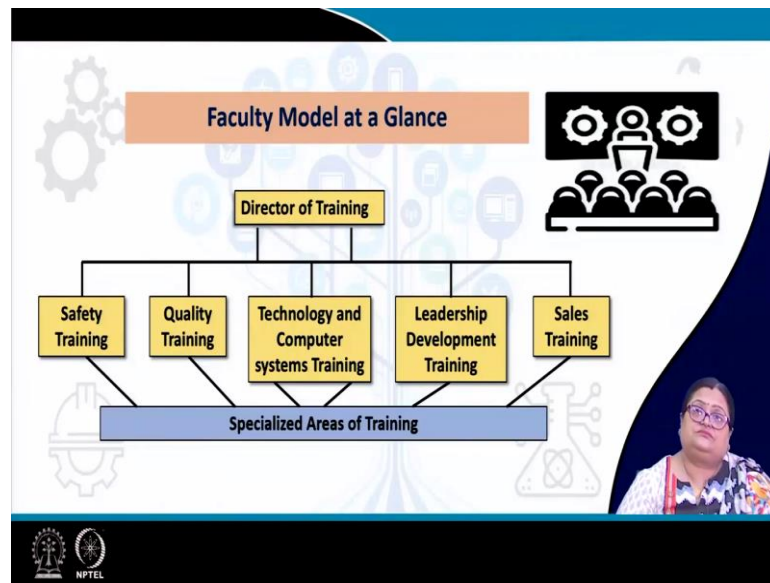
Now, we see how does it work like the faculty model we have a director of training to whom like very specialized areas of training that organize that you find a groups of faculties like safety training, quality training, technology and computer system training, leadership development training and sales training. These are the different expert specialized areas and the reach there are faculty members and they you know training regarding these could be given.

So, it is a generalized model based on the availability of faculty members on which like the training is given and it is at that level like if you feel like yes, the organization employees who are joining maybe specifically during the induction programme like people need to know every aspect of a training of a of a particular domain likes they need to know about safety, they need to know about quality, technology, then sales and like how to function as a future leader.

So, if this generalized kind of training is required then you have your domain experts in each of these domains and then the training serves its purpose, but again like if we need some different kind of training and the and because we the or suppose the organization needs the training on quality and you do not have an expert for training on quality, but you have a training expert who can train on safety or a sale.

So, does it and you are very expert in giving that training. So, it may not match with the company's present need of getting a training on the quality. So, that could be the discrepancy or that could be the drawback of the faculty model of training.

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Next, we go to the customer model of training. So, this model involves having a training function for each division of function of the organization. So, a specialized customized training programme for each of the division and function of the organization. So, what the strengths of this model is it organizes training by business needs. So, trainers are tuned with business needs and plan training programmes accordingly. So, they know what are the business needs and accordingly they can plan their training programme.

Now what could be the limitations? So, there might must be redundancy in the training provided across functions some overlap some commonality could be there. The programmes may vary in effectiveness across functional areas due to limitation of the director to follow it up. So, this may happen because the programmes may vary in effectiveness because you if you are not having a central control and the director may not be always be able to follow up like what is happening in what department.

So, it may value in the effectiveness across the functional areas due to the limitation of the director to follow it up, either like every department having its own type of programme it is very difficult for the director to have a cross check on everything like whether they are doing it well.

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The metrics model, with the metrics model the trainers report to a training manager and a specialized manager who has a particular area of expertise. So, you can see like in the last two models what happened the faculty model talks of the specialized expertise of the faculty members and the like whenever we have focused on the customer model it focuses on the specific needs of the department and each one has its own drawback.

So, the metrics model tries to like merge these two models and the trainers report to a training manager and a specialized manager who has particular area of expertise. So, what it does it ensures consistency between training need of a specific function within the organization.

Certain advantages of this model are it improves the coordination of the trainers, it expands the expertise of training for distinct functions in the firm and it motivates participation between parties in different functions.
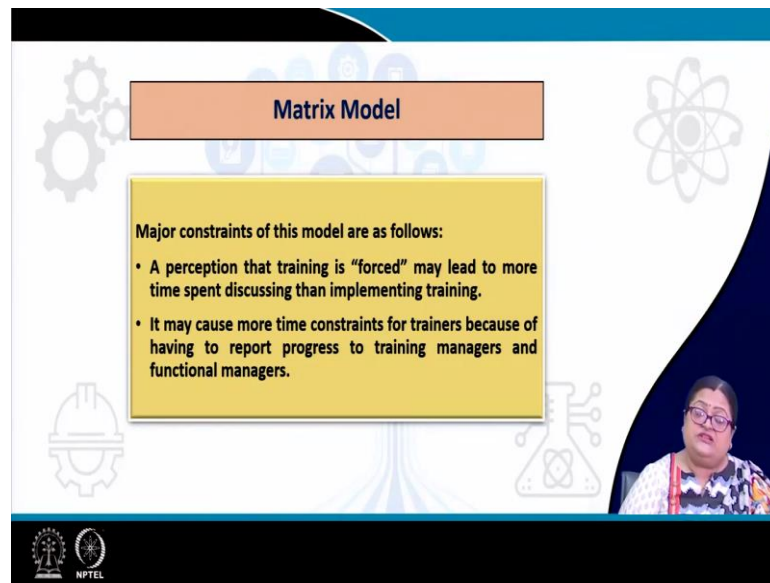
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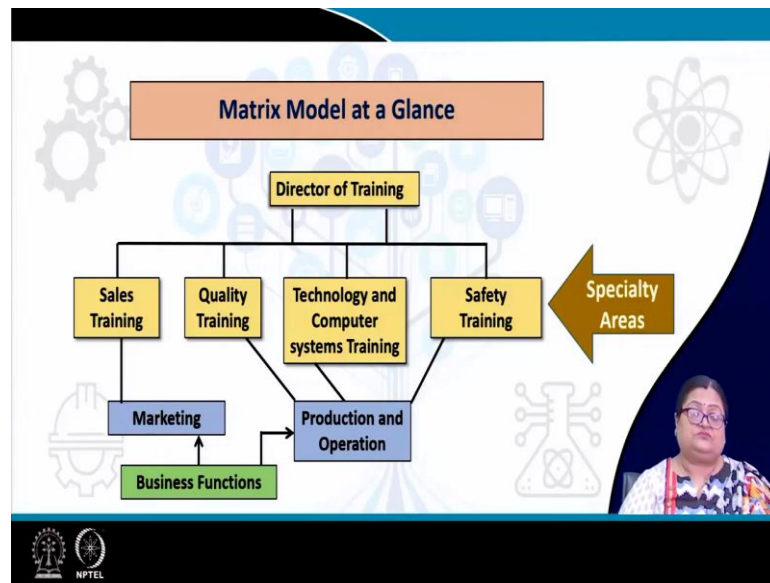
Now, if you can see over here like the in the metrics model at a glance if you can see the top here level over here this is actually the faculty model where the director of training is heading and there are different specialty areas like sales training, quality training, technology and computer system training and safety training. So, these are the different specialty areas of the in which the faculty members are there.

And here you will find this is the customer model where the business functions for which training are required are like marketing and productions and operations. So, the marketing function directly gets linked with the sales training and the operation and production functions they are linked with the three processes of like the quality training, technology and computer systems training and safety training, all these becomes in all the specialty areas rather become input to the business functions training for production and operations.
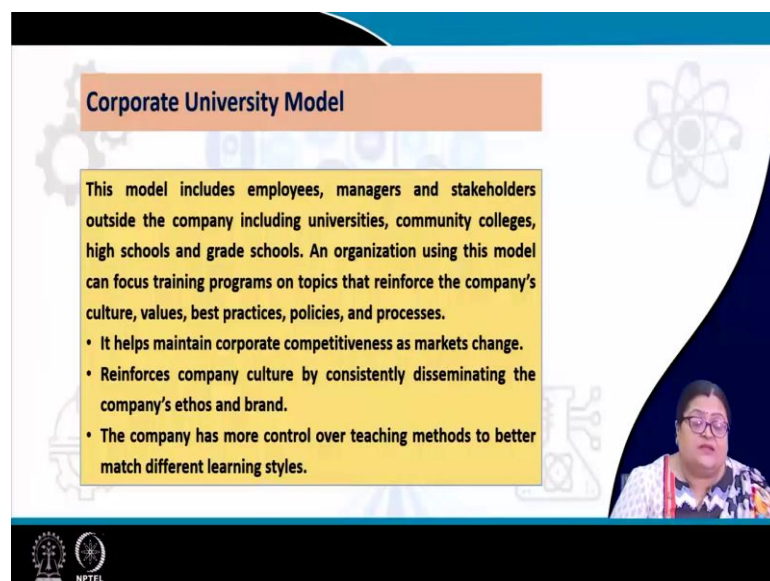
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Now, what could be the constraints of this model, the major constraints of this model are the perception that the training is "forced" may lead to more time spent discussing than implementing the training. It may cause more time constraints for trainers because of having to report progress to training managers and functional managers. So, reporting to two trainers based on their particular need it requires more time and that is why there may be time constraints.

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Corporate university model. So, this is where like the it is the training center is like designed like a university. So, this model includes employees, managers and stakeholders outside the company including universities, community colleges, high schools and graduation schools or the grade schools.

And organization what it does it uses this model and focus training programmes on topics that reinforce the company's culture, values, best practices, policies and processes. So, what it does there is a specific university kind of where the employees go through a certification course at different levels of graduation and they like try to imbibe this knowledge in their day-to-day practices.

So, it helps to maintain corporate competitiveness as markets change. So, it reinforces company culture by consistently disseminating the company's ethos and brands, because you are there in that culture itself and the company has more control over teaching methods to better match with different learning styles.

So, the corporate itself is designed like an university just like an university like this there is a course, there is a curriculum and there is an evaluation and there is a constant feedback on the student's performance and also the teachers can see the growth of the students and they were the positive points and the negative points also similar is the corporate you know university, where the mentors can like have a constant interaction with and constant like they can be constantly functioning with each other.

So, that is the and objectives is met and the mentor is tuning his ways of dealing with the mentee with respect to the learning style that the mentee follows. So, these are some of the advantages of corporate university model where the training center so much importance is given to the training process training and development process by the organization like it develops itself as a university where people are like getting formal degrees, there also they like work on the different aspects of training and development and practice it so, that become more enriched about it.

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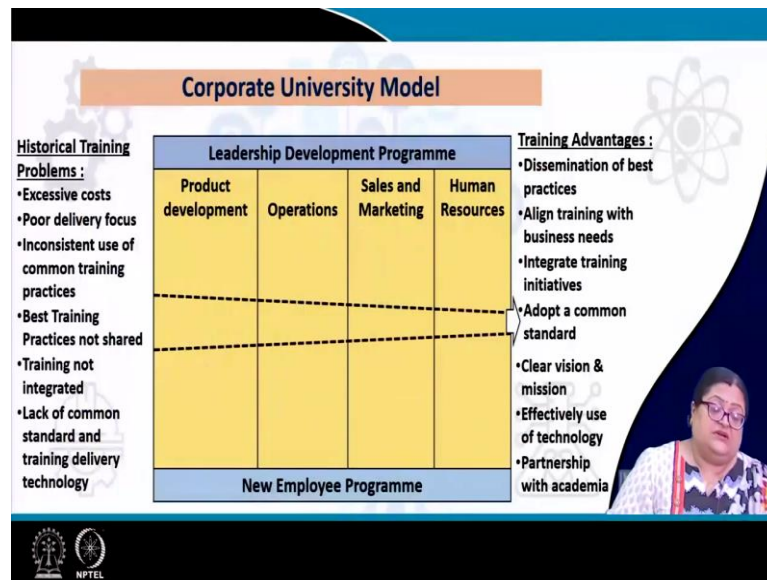
Now what are the corporate university model is that the leadership development programme has like passes through four phases of product development, then operations and schedules and marketing and human resources. So, these are like very important development programmes whenever we are talking of corporate university model.

So, what we find in historical training problems is excessive costs, then poor delivery focus, common training and practices, best practices which are not shared and lack of common standards or something whatever you read over here you will find there are loopholes and lab funnels.
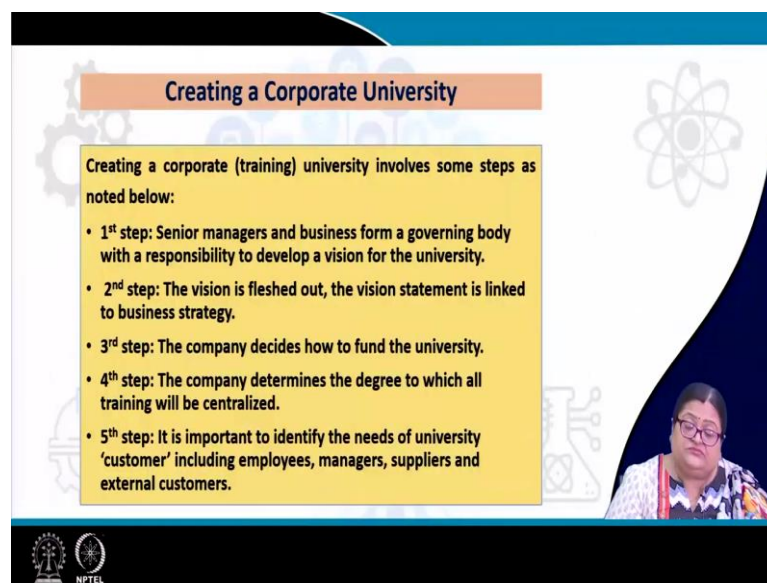
So, whenever we are talking of the advantages of the corporate university model what you find over like their best practices can be showcased and like the training needs of the business can be aligned with the training needs of the individual. So, integrating training initiative.

So, if you know like the for like this set of programmes these are the special qualities of training required, as you have seen in the metrics organization then they can they integrate the training initiatives to like bringing in like it if it is like the course content and the syllabus developed and what subject you are going to learn one after another. So, the if that kind of calendar is developed then the different training initiatives could be integrated also.

I will have to common learning adapt a common standard, then clear vision and mission should be there for like how this university, what is this university like how people will be treated, when they do their course in this university, who follow this university model so, what are the advantages on both the parties needs to be very clearly defined.

Clear vision and mission, effective use of technology, partnership with academia these are again some of the parts which are very important as a training advantage when we are looking for the corporate university model.

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Now, what are the different steps whenever we are talking of corporate university model, we understand there it cannot happen without the support of the like top people. So, the senior managers and business form a governing body with responsibility to develop a vision for the university.

So, what the university wants to do, how the university wants to train, these needs to be guided by the top managers. The vision is fleshed out; the mission statement is linked to business strategy. Third is the company decides how to fund the university. It is very important because whenever we are developing a university for a learning programme, we understand it will be a continuous process and for that like the programme to become a continuous process.

So, that there is a constant flow of money to carry on those activities that is very important it cannot so happen like in next semester I will or the next term I will scrap off certain subjects because this year there has been no takers and we tell like it we are running a university. So, that cannot be done. So, constant flow of support of money needs to be there. So, that is why the company has to decide how to fund the university.
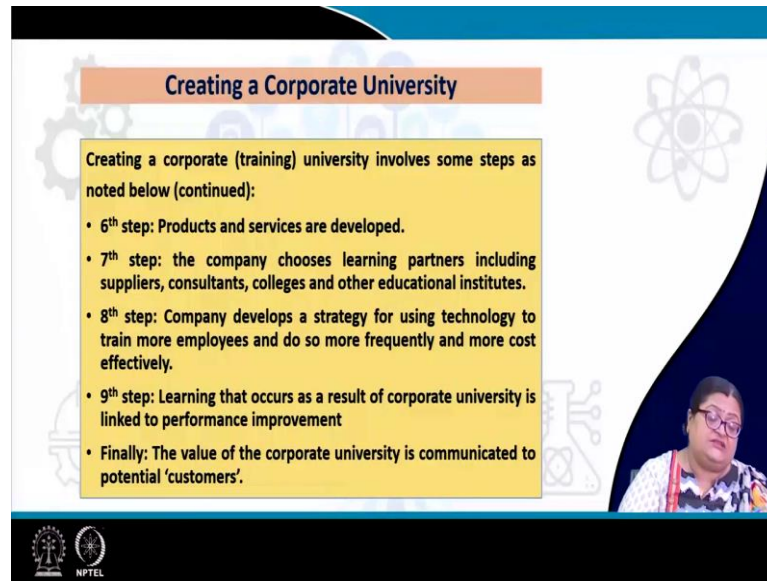
The fourth step is the company determines to the degree to which all training will be centralized. So, what kind of training will be centralized and like what could be not centralized like due to what reason these needs to be there. Fifth step it is important to identify the needs of university 'customer' including employees, managers, suppliers, external customers.

So, it is very important for the university for to be catering to the needs of the customers and these customers are not only external customers, but they are the employees, they are the managers, they are the suppliers and also the external customers that is very important.

So, whenever we are thinking of any training programme, we are generally customer focused, but that customer is outside the organization, but there are also internal customers who are very important like the university employees, the managers, suppliers.

So, these are also important customers internal customers and each one will have it is specific needs which we you need to again maybe map together with the needs of the external customer. And then the organization is going to decide on like what how to proceed with these needs, but before we decide to proceed identifying these needs are very important.

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So, the creation of the corporate university involves like products and services needs to be developed. If you are going for a university there needs to be a course curriculum, there need to be some deliverables, there need to be some syllabus so the products and services needs to be developed.

Then company chooses also it is very important to choose your learning partners like including the suppliers, consultants, colleges and other institutes. So, the more company comes in for like understanding where they stand in terms of forming a university. So, it has to be very clearly defined like the company chooses partners who are learning partners and it includes the suppliers, consultants, colleges and like other educational institutes.

The company dissolves develops the company develops a strategy for using technology. So, that is also important like how to blend the technology with the training programme, so that more employees can be trained and at the cost which is available. So, money is a constraint everywhere and then we have to do more with the kind of money that you get so, how to like train employees make more technologies have that is very important.
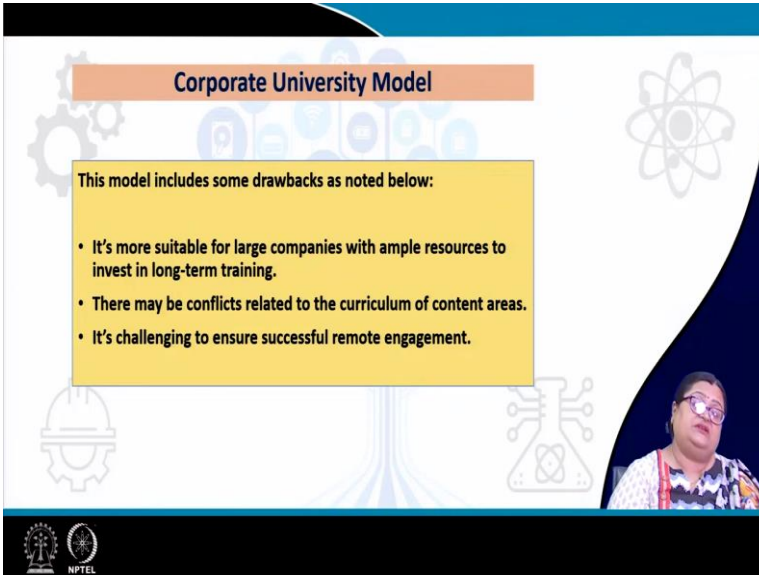
The learning that occurs as a result of corporate university is linked to performance of improvement. So, it is very essential like the output needs to be measured and it needs to be linked somewhere. So, the learning that occurs have that you are getting from this

corporate university it is very important that it gets like mapped somewhere that it gets you know like measured somewhere.

So, if it is linked with the performance improvement then also and maybe with that of course, the incentives get clean. So, what happens, we understand this performance improvement is only for the training that has been undergone in the university. So, finally, the value of the corporate university is communicated to the potential 'customers.

So, it is very important like it is not enough to have a university, but there is word about the university the courses that is or that it offers the way that is blended with the functions of the organization and how employees get benefited from it, all these needs to be like communicated to the potential customers.

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However, there are certain drawbacks in this model. So, it is more suitable for large companies with large pool of resources to invest in long term training. So, that is very important whenever we are talking of designing a university. So, it is mostly suitable for large companies where the resources are also ample pool is there from where you can select and also there is cost and flow of money also that is very important.

So, there may be conflicts related to the curriculum of the content areas. So, these conflicts may be based on the traditional working the traditional subjects that you are doing and the contents in it and the whatever curriculum is designed for the specific

areas there will be certain overlap you just cannot tell like if one is overlap free from the other.

So, there may be certain conflicts which will be like overlapping and that is the of course, if you think positively that is the linking pin which links the various concepts together to be put under the bigger umbrella what we talk to be the like the metrics organization or the customer organization or the faculty-based organization every smaller thing needs to come together at a common point.

So, that we can understand the this forms the togetherness, but in order to do that of course, there will be some overlap and overlap between the areas and also maybe what the student is learning now as a part of training and what he has already like undertaken and come to join the organization.

So, there could be conflicts regarding curriculum content areas. So, and also it is like challenging for the organization to ensure successful remote management because here the there will be two trainers and like the university head is there and again the if under the university there is a matrix system though there are another layer of trainers are there so, but the main head who is somewhat remotely placed from the training situation.

So, it may be challenging to ensure successful remote management until and unless there is a complete you know like learning system developed about it. So, here we may find like the technology may help in how to like manage the programme so, or how to keep the employees engaged whether technology-based learning system can be included in it.

So, that could be a challenge and that we could find try to find an answer in the ICT based training over here like how to keep the employees engaged and how to see the processes going on. So, this is where the corporate has developed a university model of learning system.

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There is another model of the learning system which we talked to be the business embedded model. So, this is again business embedded model is customer - centric and treats trainees and managers as customers. So, it is tied to the specific competency needs and it tries to achieve the day-to-day objectives to provide a direct alignment with the current business needs of the and the environment in which it is functioning and the organizational needs.

So, here what happens this is a more of self-learning where the systems are provided learning materials are provided, but the employees are expected to learn on their own. So, here the participants are more accountable for their performance. The advantages of the of this model are it helps to improve competitive advantage by focusing on organizational needs.

The training goals are focused on the customers the ultimately who will be receiving the services so, what they want and making it a favorite or the favored model for the service industry.

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The advantages are again like what will be the return on investment it can be measured and it is suited for us to adapt to a changing environment, changing circumstances, because here you will see it is both like as we have mentioned in the start itself both the trainees and the managers they are at the same platform and they are taken to be the customers and maybe they are equally powerful so flexible.

So, in these cases like any changes which come you can adapt very quickly to it by focusing on this as is what is needed what we need to do now and how we can address it. So, it is very quick in adapting to the changing circumstances. So, but what could be the disadvantages like the if you want to do a comprehensive need analysis. So, that is time consuming and whether this model can allow for that time that is questionable.

So, many organizations neglect to perform training evaluation, but that is very important to understand whether your training programme is yielding results and there could be waste of resources, because and what appears to be like your short-term focus, may not be giving you fruitful results in the long term. There could be overlap in the practices also and then so that may lead to waste of resources. So, organizations need to be careful about it.

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So, what are the strategy like features of this model are like there are strategic directions, understanding of product life cycles, product designs, structural versatility, product delivery, accountability for results. So, what you see like it is like more I focus towards the product life cycle and like what are the designs have and what are the like different elements contained in the structure and how the product needs to be delivered and what should be the accountability, it helps this kind of model helps want to like it adapted to the means by understanding this different feature of the product.
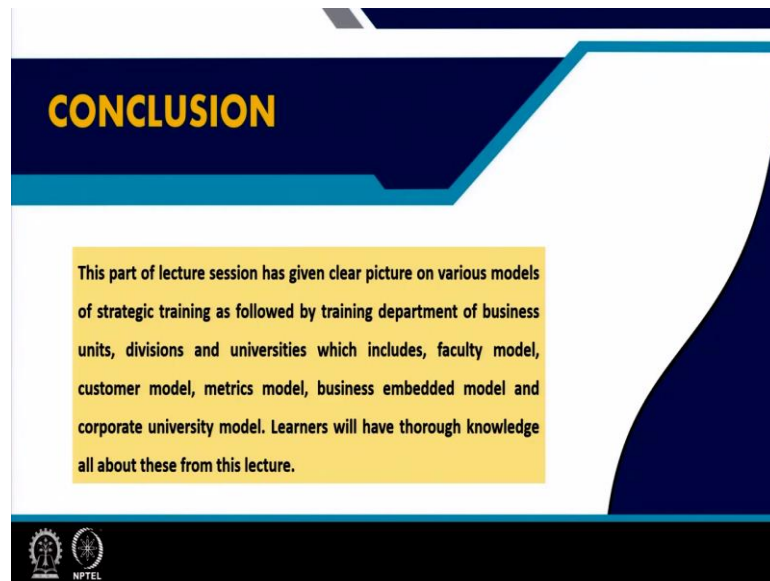
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So, these are the some of the references that we have used.

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And like we have we have tried to explain to you like the various models of training which are followed by the training departments, divisions and universities and which includes faculty model, customer model, metrics model, business embedded model and corporate university model.

So, if you go through this lecture session you will get to understand like what are the different strength points of each of these models, where it is used and what are the weaknesses also and how you can overcome these weaknesses by forming a hybrid model. It may so happen like when you are actually practicing and based on the needs of your situations, you may try to combine these different models based on your requirements and then address the problem at hand.

And try to minimize the like error part minimize the like you know like cost part cost in terms of wastages part and try to yield maximum result from the training model that you have developed. So, that it gets linked to the objectives that you need to achieve.

Thank you, meeting you in the next session.