

Training and Development
Prof. Susmita Mukhopadhyay
Vinod Gupta School of Management
Indian Institute of Technology, Kharagpur

Module - 02
Lecture - 09
Learning, Training and Development from Change Model Perspective

Welcome to the lecture session on Training and Development. We are discussing on module 2. In today's session, we will be discussing on Learning, Training and Development from a Change Model Perspective.

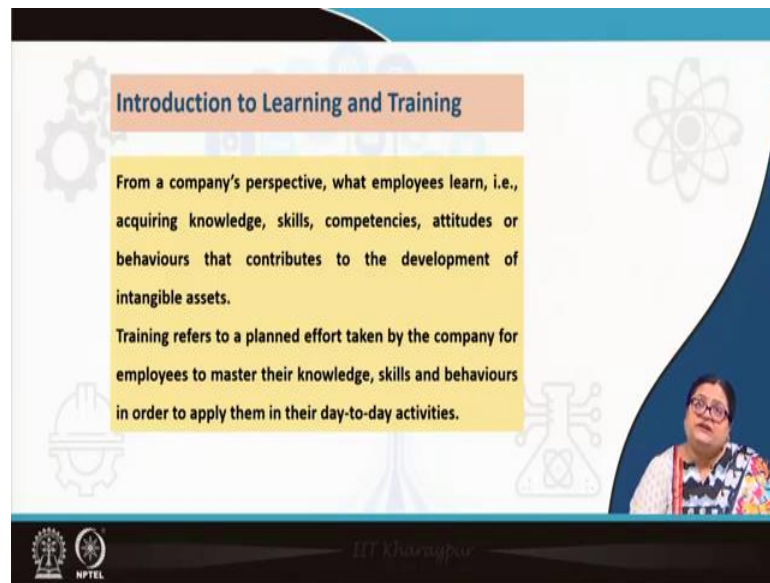
In the earlier lectures, session, we have discussed on the different models of training, so here we will try to see what are the like things that the training can contribute, learning and contribute, whenever we are looking from the, whenever we are talking of the change model of the organization.

(Refer Slide Time: 01:07)



So, this part of the lecture session will be held on the learning, training development and we will look it from a change model perspective because the ultimate goal of giving any training to the people or to the bringing in training in the organization is to move towards certain change. So, we will look at it from the change model perspective.

(Refer Slide Time: 01:38)



Introduction to Learning and Training

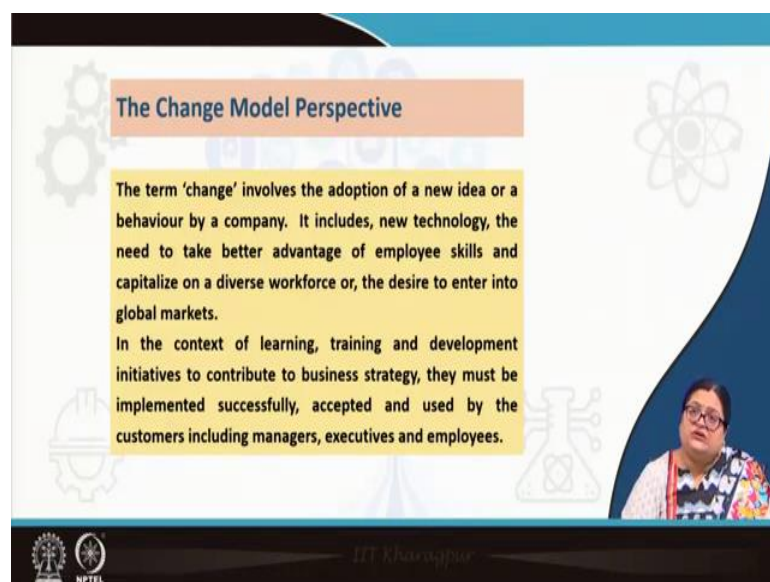
From a company's perspective, what employees learn, i.e., acquiring knowledge, skills, competencies, attitudes or behaviours that contributes to the development of intangible assets.

Training refers to a planned effort taken by the company for employees to master their knowledge, skills and behaviours in order to apply them in their day-to-day activities.

The slide features a blue and white color scheme with decorative icons of gears, a hard hat, and a molecular structure. The NPTEL logo is visible in the bottom left corner, and the text 'IIT Kharagpur' is centered at the bottom.

So, we understand like from a company's perspective, what employees learn that is acquiring knowledge, skills, competencies, attitudes or behaviours, that contributes to the development of intangible assets. Training refers to a planned effort taken by the company for employees to master their knowledge, skills and behaviours in order to apply them to the day-to-day activities.

(Refer Slide Time: 02:10)



The Change Model Perspective

The term 'change' involves the adoption of a new idea or a behaviour by a company. It includes, new technology, the need to take better advantage of employee skills and capitalize on a diverse workforce or, the desire to enter into global markets.

In the context of learning, training and development initiatives to contribute to business strategy, they must be implemented successfully, accepted and used by the customers including managers, executives and employees.

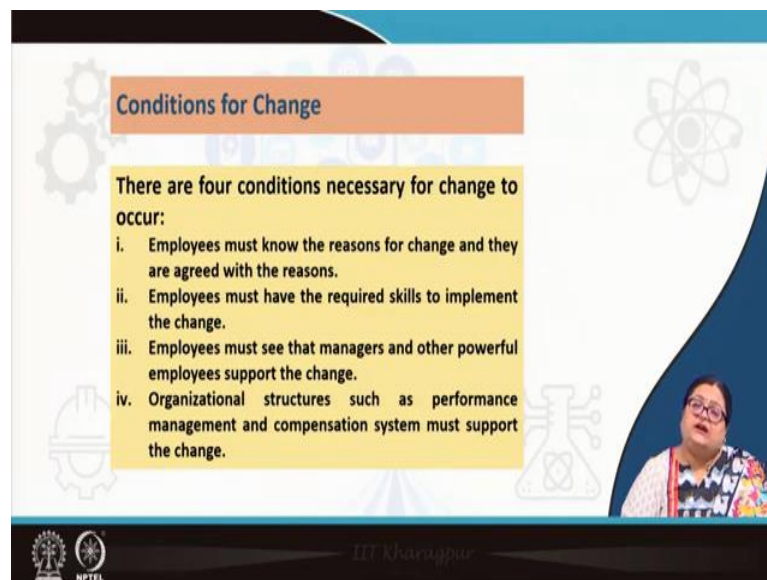
The slide features a blue and white color scheme with decorative icons of gears, a hard hat, and a molecular structure. The NPTEL logo is visible in the bottom left corner, and the text 'IIT Kharagpur' is centered at the bottom.

Now, why we are talking of the change model perspective? The term 'change' involves the adaption of a new idea or a behaviour by a company. It includes, a new technology,

the need to take better advantage of employee skills and capitalize on a diverse workforce, or the desire to enter into global markets.

In the context of learning, training and development initiatives to contribute to business strategy, they must be implemented successfully, accepted and used by the customers including managers, executives and employees. So, for this it is required that there is a change in the task process, there is a change in the mindset, there is a change in how people are doing things. So, change becomes a very intricate part of the learning and development process.

(Refer Slide Time: 03:15)



The slide is titled "Conditions for Change" and lists four conditions necessary for change to occur. The slide features a blue header, a yellow text box, and a small video inset of a woman in the bottom right corner. The background includes faint icons of gears, a lightbulb, and a molecular structure.

Conditions for Change

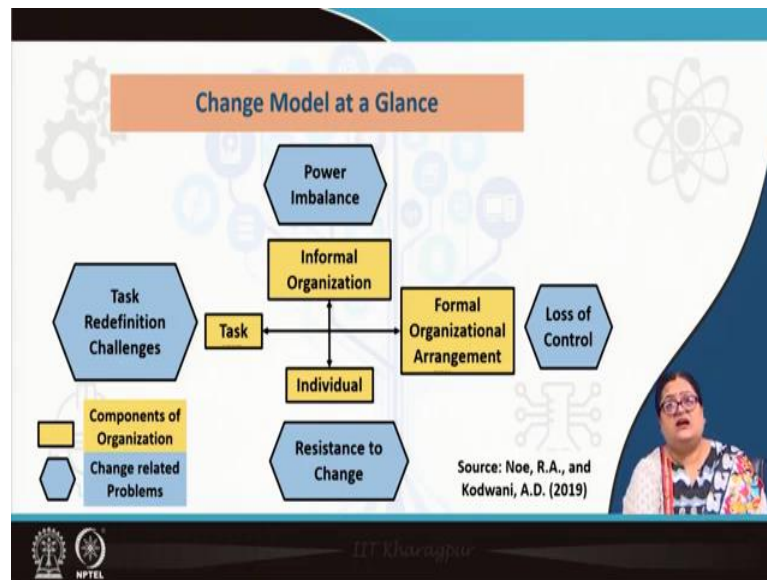
There are four conditions necessary for change to occur:

- Employees must know the reasons for change and they are agreed with the reasons.
- Employees must have the required skills to implement the change.
- Employees must see that managers and other powerful employees support the change.
- Organizational structures such as performance management and compensation system must support the change.

NPTEL

So, there are 4 conditions which are necessary for change to occur, like employees must know the reasons for change and they are agreed with the reasons. Employees must have the required skills to implement the change. Employees must see the managers and other powerful employees support the change. Organizational structures such as performance management and compensation system must support the change.

(Refer Slide Time: 03:50)



Now, we look at a change model at a glance. What we find like the, whatever is in yellow color is the components of the organization and the blue color is a change related problem. So, whenever there is a task, then what we have, task redefinition challenges with informal organization. Of course, there is a power imbalance with a formal organizational arrangement, there is a loss of control and with the individual there is a resistance to change.

So, each of the components of the organization have certain change related problems associated with it. Like with a task it is redefinition of the challenges and informal organization, how to deal with the imbalances, informal organization, there is a fear of loss of control and with individual's resistance to change.

Now, training and development can help to answer each of these change related problems which are related to each of the components of the organization and help to address to solve this for. So, that it is easier to bring changes in the organization.

(Refer Slide Time: 05:10)

Change Model

The diagram in the prepage shows that there are four change related problems which need to be addressed before going to implement the new training practice. They are-

- Resistance to change
- Loss of control
- Power imbalance, and
- Task redefinition

NPTEL IIT Kharagpur

So, as I have told already like there are in the 4 change related problems which need to be addressed before going to address new training practice. They are, resistance to change, loss of control, power imbalance, and task redefinition.

(Refer Slide Time: 05:37)

Change Model

- **Resistance to change**
The organizational managers and employees may be anxious about change, feel like unable to cope up, value the current and do not understand the value of new one.
- **Loss of control**
It is related to change with managers' and employees' ability to obtain and distribute valuable resources such as data, information and money. Change can give less control or control over that they did not have earlier.

NPTEL IIT Kharagpur

The, we will start with the individual component of the resistance to change. So, in the resistance to change, the organizational managers and employees, may be anxious about change, feel like unable to cope up, value the current and do not understand the value of the new one.

There is sense of loss of control which is related with change manager's and employee's ability to obtain and distribute valuable resources such as data, information and money. Change can give less control or control over that which that they did not have earlier. So, there is a loss of control or change in the control, nature of control.

(Refer Slide Time: 06:24)

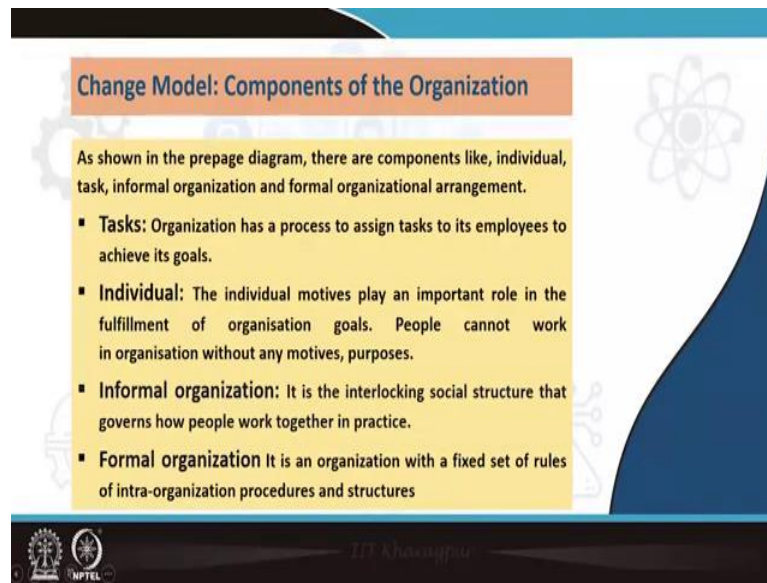
Change Model

- **Power imbalance**
Power is referred to the ability to influence others. Managers may lose the ability to influence employees as they get access to database and other information, thus getting more autonomy.
- **Task redefinition**
In case of for example, Web-based training, it creates changes in the roles and responsibilities of managers and employees.

IIT Madras
NPTEL

Power imbalance, power is referred to the ability to influence others. Managers may lose the ability to influence employees as they get access to database and other information, and thus getting more autonomy. Task redefinition, in case for example, the web-based training, it creates changes in the roles and responsibilities of managers and employees.

(Refer Slide Time: 06:58)



Change Model: Components of the Organization

As shown in the prepage diagram, there are components like, individual, task, informal organization and formal organizational arrangement.

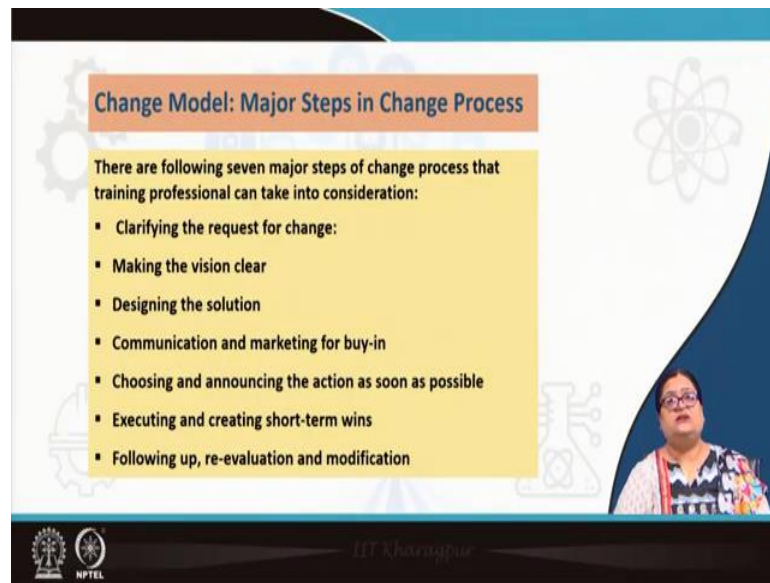
- **Tasks:** Organization has a process to assign tasks to its employees to achieve its goals.
- **Individual:** The individual motives play an important role in the fulfillment of organisation goals. People cannot work in organisation without any motives, purposes.
- **Informal organization:** It is the interlocking social structure that governs how people work together in practice.
- **Formal organization** It is an organization with a fixed set of rules of intra-organization procedures and structures

NPTEL

In the change model, there are also the 4 components of the organization and these components are the individual's task informal organization and formal organizational arrangements. So, as a part of task, the organization has a process to assign tasks to its employees to achieve its goals.

The individual, the individual motives play an important role in the fulfillment of the organizational goals. People cannot work in organization without any motives or purposes. Informal organization, it is the interlocking social structure that governs how people work together in practice. Formal organization, it is an organization with a fixed set of rules of the intra-organizational procedures and structures.

(Refer Slide Time: 08:03)



Change Model: Major Steps in Change Process

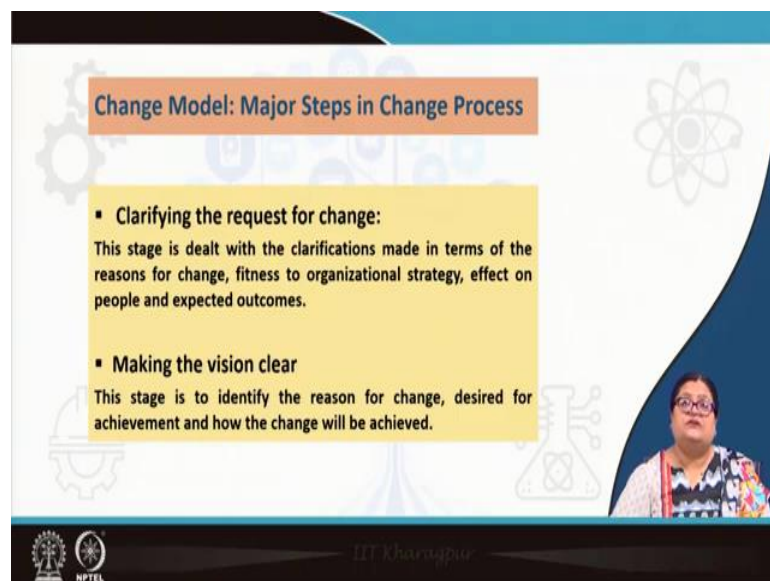
There are following seven major steps of change process that training professional can take into consideration:

- Clarifying the request for change:
- Making the vision clear
- Designing the solution
- Communication and marketing for buy-in
- Choosing and announcing the action as soon as possible
- Executing and creating short-term wins
- Following up, re-evaluation and modification

NPTEL IIT Kharynpur

Now, what are the major steps in the change process? There are 7 major steps of change process that training professional may need to take into consideration. These are, clarifying the request for change, making the vision clear, then designing the solution, communication and marketing for the buy-in, like people should like align with the ideas of the training that you are suggesting. Choosing and announcing the action as soon as possible, executing and creating short-term wins, then following up re-evaluation and modification.

(Refer Slide Time: 08:52)



Change Model: Major Steps in Change Process

- **Clarifying the request for change:**
This stage is dealt with the clarifications made in terms of the reasons for change, fitness to organizational strategy, effect on people and expected outcomes.
- **Making the vision clear**
This stage is to identify the reason for change, desired for achievement and how the change will be achieved.

NPTEL IIT Kharynpur

Now, we will discuss each of these steps in details. Clarifying the request for change. This stage is dealt with the clarification made in terms of the reasons for change, fitness to organizational strategy, effect on people and expected outcomes. Making the vision clear. This stage is to identify the reason for change, desired for achievement and how the change will be achieved.

(Refer Slide Time: 09:30)

Change Model: Major Steps in Change Process

- **Designing the solution**
This stage helps to review the potential risk and benefits from different approaches and to find out the best mix of performance measures and feedback.
- **Communication and marketing for buy-in**
This stage helps to connect with other groups that will be involved including, communication, finance and operations to consider the impact of change and develop an internal marketing plan.

The slide features a blue and white background with gear and atom icons. A small video inset in the bottom right shows a woman speaking. Logos for IIT Kharagpur and NPTEL are visible at the bottom.

Designing the solution. This stage helps to review the potential risk and benefits from different approaches and to find out the best mix of performance measures and feedback. Communication and marketing for buy-in. This stage helps to connect with other groups that will be involved including, communication, finance and operations to consider the impact of change and develop an internal marketing plan.

(Refer Slide Time: 10:03)

Change Model: Major Steps in Change Process

- **Choosing and announcing the action as soon as possible**
This stage helps to make employees understand the causes of taking final action for change. Communicating logic and reasoning can help overcoming resistance to change.
- **Executing and creating short-term wins**
In this stage managers and change leaders must model new behaviour and become enthusiastic supporters for the change process taken place.

IIT Kharyapur

Choosing and announcing the action as soon as possible. This stage helps to make employees understand the causes of taking the final action for change. Communicating logic and reasoning can help overcoming resistance to change. Executing and creating short-term wins. In this stage managers and change leaders must model new behaviour and become enthusiastic supporters for the change process taking place.

(Refer Slide Time: 10:46)

Change Model: Major Steps in Change Process

- **Following up, re-evaluating and modification**
This stage provides scope with enough flexibility for making changes if required. Necessary information about mistake (if any), issues and work with the employees affected are shared with the employees.

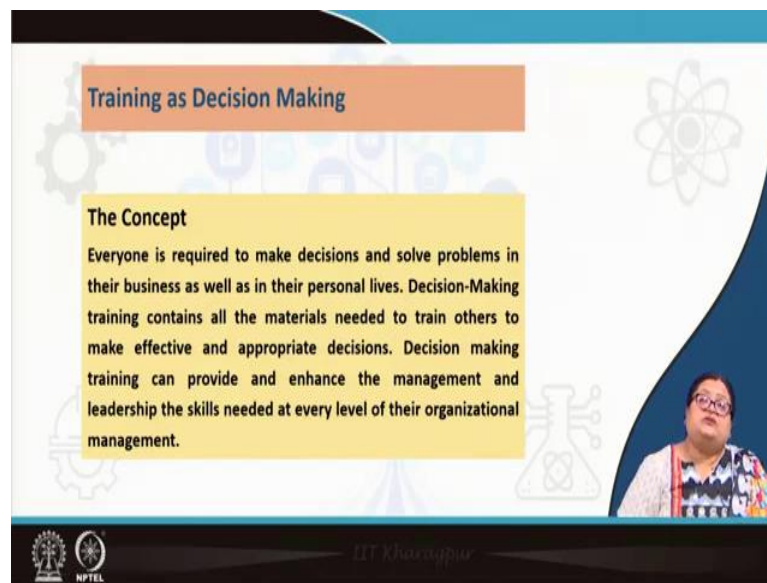
IIT Kharyapur

It is very important to do follow up, re-evaluate and modify wherever necessary because we understand change is the process of learning. And by learning we means we learn

from a past experience, we try to assimilate it in a future step, so that we can move ahead in the correct way.

So, following up, re-evaluating and modification. This stage provides scope with enough flexibility for making changes if required. Necessary information about the mistake if any issues and work with employees affected are shared with the employees. It is very important to share the correct information with the affected employees.

(Refer Slide Time: 11:29)



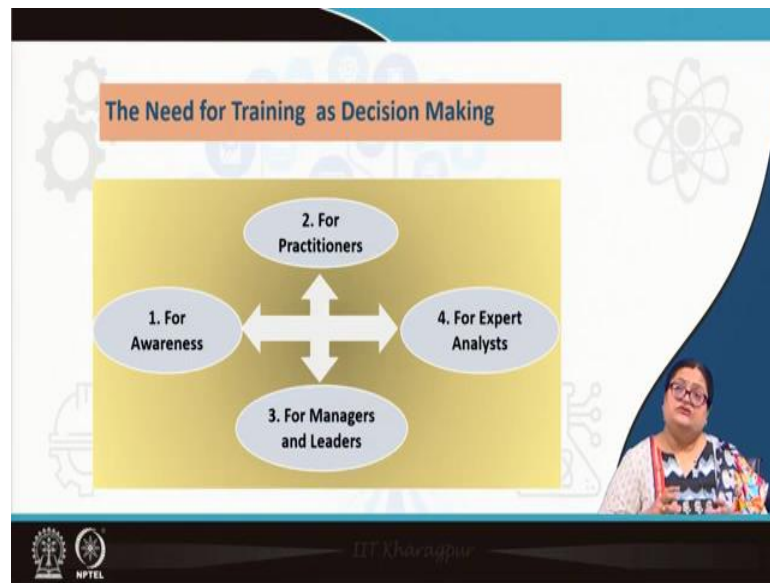
The slide features a title 'Training as Decision Making' in an orange box at the top. Below it, a yellow box contains the text: 'The Concept: Everyone is required to make decisions and solve problems in their business as well as in their personal lives. Decision-Making training contains all the materials needed to train others to make effective and appropriate decisions. Decision making training can provide and enhance the management and leadership the skills needed at every level of their organizational management.' A small video inset in the bottom right shows a woman with glasses and a colorful patterned top. The slide also includes logos for IIT Madras and NPTEL at the bottom left.

Now, whenever we are talking of training, training is not only a process like an activity, but it is also a decision making too. And here now we are going to discuss training as a decision making. And this is given the scenario, given the constraints, given the people who are there and the objectives that I do, we require to give training, is training the correct answer or not. So, that we need to find out.

And for that what we have is first is the concept. The everyone is required to make decisions and solve problems in their business as well as in their personal lives. Decision making training contains all the materials needed to train others to make effective decisions.

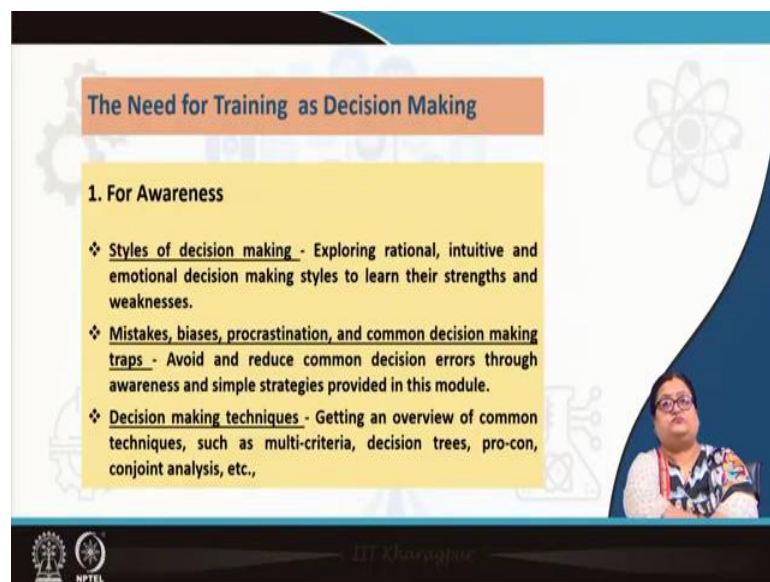
So, how to make decisions itself a training and whether to go for training is also a decision. Decision making training can provide in the employees and it can enhance the management skills needed at every level of their organizational management.

(Refer Slide Time: 12:50)



So, why there is a need for training as decision making? It is for awareness generation, it is used by the practitioners for managers and leaders, and for expert analysts. We will go by each of these steps like you know sequentially.

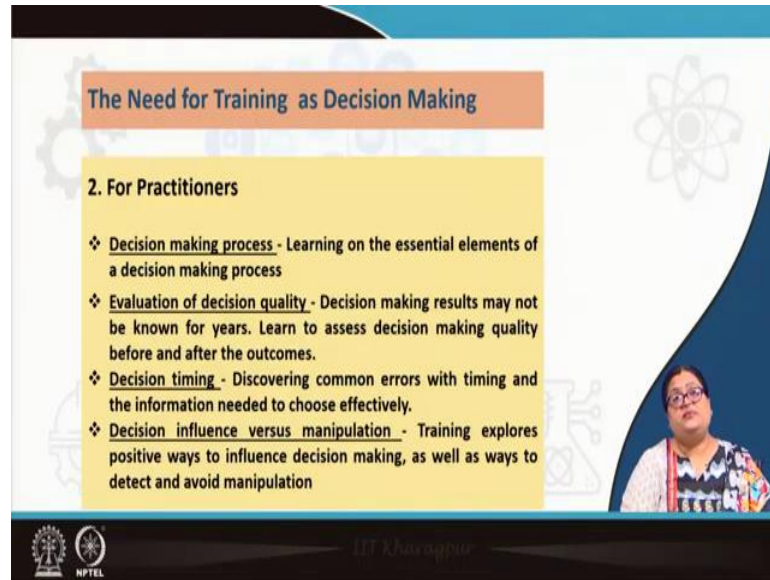
(Refer Slide Time: 13:14)



For awareness. So, what are the styles of decision making? Exploring rational intuitive and emotional decision-making styles to learn their strengths and weaknesses. Mistakes, biases, procrastination, and common decision-making traps. Avoid and reduce common decision errors through awareness and simple strategies which are provided in this

module. Decision making techniques. Getting an overview of common techniques, such as like multi-criteria, decision making, decision trees, rules like pro-con, conjoint analysis etcetera.

(Refer Slide Time: 14:07)



The slide is titled "The Need for Training as Decision Making" and is part of a presentation. It features a yellow box with the heading "2. For Practitioners" and a list of four bullet points. The speaker's name, "Dr. Khushi", is visible at the bottom right of the slide. The NPTEL logo is in the bottom left corner.

The Need for Training as Decision Making

2. For Practitioners

- ❖ Decision making process - Learning on the essential elements of a decision making process
- ❖ Evaluation of decision quality - Decision making results may not be known for years. Learn to assess decision making quality before and after the outcomes.
- ❖ Decision timing - Discovering common errors with timing and the information needed to choose effectively.
- ❖ Decision influence versus manipulation - Training explores positive ways to influence decision making, as well as ways to detect and avoid manipulation

Dr. Khushi

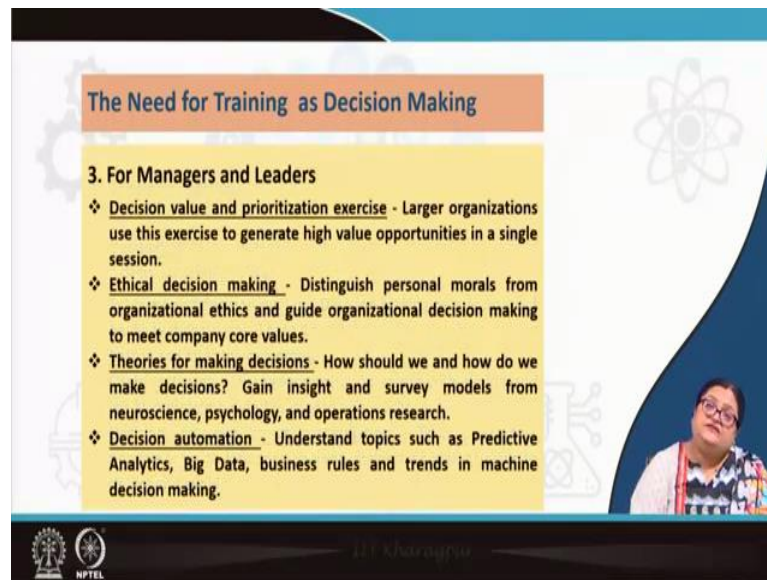
NPTEL

Now, what as the need of training for practitioners? For practitioners, decision making is a process. It is a learning on the essential elements of a decision-making process. Evaluation of decision equality. Decision making results may not be known for years Learn to assess decision making quality before and after the outcomes.

Decision timing that is very important timing of the decision. Discovering common errors with timing and the information needed to choose alternatively. Decision influence versus manipulation. Training explores positive ways to influence decision making, as well as to detect and avoid manipulation.

So, if you can understand like where the people are going to manipulate a decision or not. So, these like power of more or less discrimination where we can discriminate between like what we understand by like manipulation, influence, and like whether people are trying to influence or not. So, these are what we can detect if we have a proper training.

(Refer Slide Time: 15:37)



The slide is titled "The Need for Training as Decision Making" and is part of a presentation. It features a yellow background for the main text and a blue header. A small inset video of a woman is visible in the bottom right corner of the slide area. The text on the slide is as follows:

3. For Managers and Leaders

- ❖ Decision value and prioritization exercise - Larger organizations use this exercise to generate high value opportunities in a single session.
- ❖ Ethical decision making - Distinguish personal morals from organizational ethics and guide organizational decision making to meet company core values.
- ❖ Theories for making decisions - How should we and how do we make decisions? Gain insight and survey models from neuroscience, psychology, and operations research.
- ❖ Decision automation - Understand topics such as Predictive Analytics, Big Data, business rules and trends in machine decision making.

At the bottom left of the slide, there are logos for IIT Madras and NPTEL. At the bottom center, the name "Dr. Khuram" is visible.

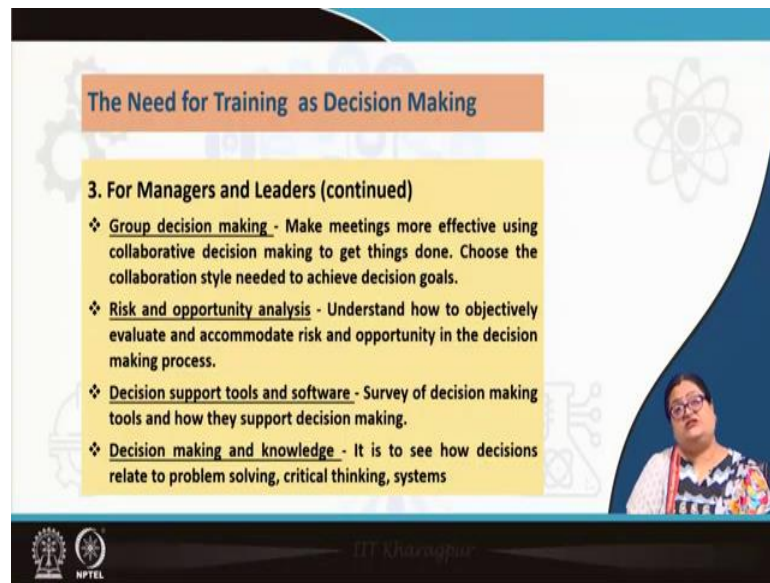
What is the need for training as decision making for managers and leaders? Decision value and prioritization of exercise. Larger organizations use this exercise to generate high value opportunities in a single session. There are certain contents of ethical decision making which we need to be careful about.

Distinguish personal morals from the organizational ethics and guide organizational decision making to meet company core values. The theory is for making decisions, like when should we make a decision, how should we make a decision, these are all theories related to the question of decision making.

So, we need to get insight from the interpreting the results of the survey models from like neuroscience, psychology, operations research, which may give us an idea about the how to make decisions and which theory to follow.

Decision automation understand topics such as predictive, analytics, big data, business rules and trends in machine decision making. So, we can understand like the machine if a data huge data is given to us, probably we will be in a position to understand it like predict it, also interpret it in a proper way.

(Refer Slide Time: 17:18)



The slide is titled "The Need for Training as Decision Making" in an orange box at the top. Below the title, a yellow box contains the heading "3. For Managers and Leaders (continued)". Underneath, there are four bullet points, each starting with a diamond symbol and a bolded topic name. The first bullet point is "Group decision making", the second is "Risk and opportunity analysis", the third is "Decision support tools and software", and the fourth is "Decision making and knowledge". The slide also features a small inset photo of a woman in the bottom right corner and logos for IIT Kharagpur and NPTEL in the bottom left corner.

The Need for Training as Decision Making

3. For Managers and Leaders (continued)

- ❖ **Group decision making** - Make meetings more effective using collaborative decision making to get things done. Choose the collaboration style needed to achieve decision goals.
- ❖ **Risk and opportunity analysis** - Understand how to objectively evaluate and accommodate risk and opportunity in the decision making process.
- ❖ **Decision support tools and software** - Survey of decision making tools and how they support decision making.
- ❖ **Decision making and knowledge** - It is to see how decisions relate to problem solving, critical thinking, systems

Now, there are other kinds of decision making also like group decision making. So, it mark meetings more effective when there is a group decision making collaborative decision making. So, collaboration style is very important whenever we are talking of the group decision making. There is a marked change or the marked contribution in it.

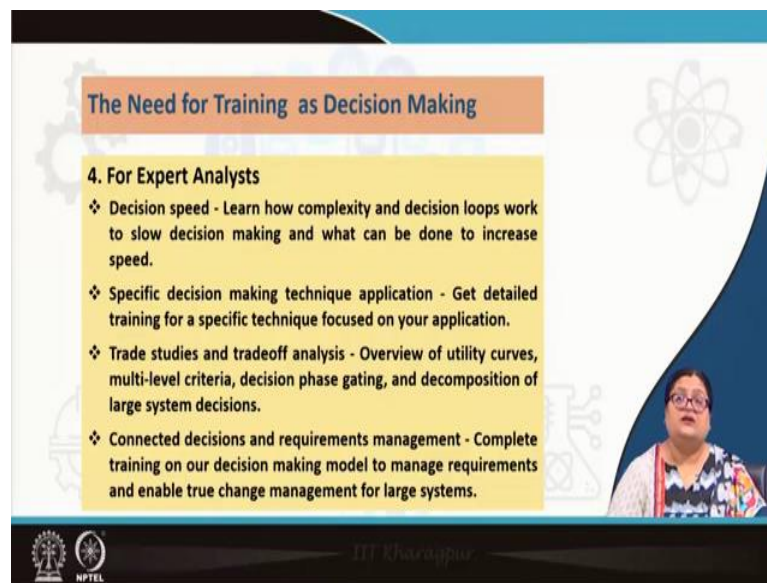
Risk and opportunity in analysis. So, we have to understand objectively what is the risk involved and like what are the opportunities which will be present, and like how to balance the risks and the opportunities. So, like should we wait for the opportunities to come in or we should take risk first, so that opportunities will pour in later on. So, it is where your choice lies on and how you decide to look at the things.

Decision support tools and software. So, survey of decision-making tools and how the support decision making is very important aspect of like training programs. So, we do have decision making tools like which help us in decision making and support our decision with software's which are there.

But every software does not solve every purpose. So, like we need to be like focusing on understanding what kind of materials are required for our decision making and how much they are going to support. So, these are the very crucial decisions that needs to be taken for like buying anything, like whenever you are talking of software or a tool with respect to maybe point is 7 whenever we are talking about decision support tools and software.

Decision making and knowledge. It is to see how employees relate problem solving and critical thinking systems. So, knowledge base, how to create a knowledge base is very important and decision making is of course is we have like crystal intelligence, we have fluid intelligence, and these aspects help in terms of like problem-solving skills, critical thinking's and then it forms a system as a whole. So, how it affects these two things are very important thing, important understanding.

(Refer Slide Time: 20:07)



The slide is titled "The Need for Training as Decision Making" and is part of a presentation. It features a yellow box with the following text:

4. For Expert Analysts

- ❖ Decision speed - Learn how complexity and decision loops work to slow decision making and what can be done to increase speed.
- ❖ Specific decision making technique application - Get detailed training for a specific technique focused on your application.
- ❖ Trade studies and tradeoff analysis - Overview of utility curves, multi-level criteria, decision phase gating, and decomposition of large system decisions.
- ❖ Connected decisions and requirements management - Complete training on our decision making model to manage requirements and enable true change management for large systems.

The slide also includes a small video inset of a woman speaking, the NPTEL logo, and the text "IIT Madras" at the bottom.

For expert analytics analysts, like decision speed, it is very important to learn how completely and decision looks like how, it is look at how complexity and decision loops works to slow decision making, so what are the hindrances that could be there, how complexity and decision lose could affect the decision making in slowing the process and what kind of a damage like that could be done.

So, that this you know like the decision-making process slows down, and again what on the other hand what can be done to increase the speed. So, whenever we are talking of a decision speed. So, you have to understand the complexities of the loop and how to see like what can be done to increase the decision speed.

Specific decision-making techniques and application. So, like we get we can get a detailed training of a specific technique which is focused in the application. So, based on like specific, it may be based on your personal need, your already background

knowledge aspirations, certain training are more useful to you than maybe the other kind of training.

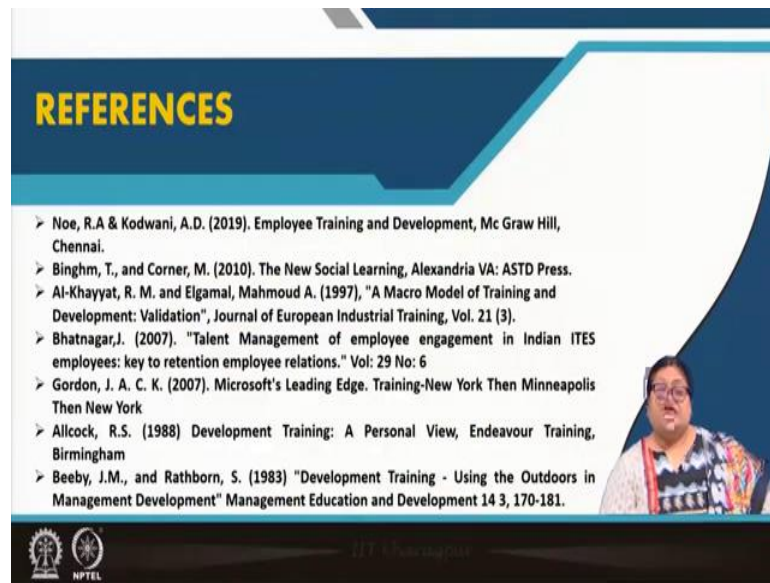
So, if you have those things written and people have shortlisted you, then there could be a line that there could be a waiting time, but you will be getting that training. So, that get detailed training for a specific technique which is focused on your application, it may be time taking, it may take time, but you will get the training what you have written in your application.

So, trade studies and trade off analysis. So, overview of utility curves, multi-level criteria of decision making, then your decision phase gating and then decomposition of the large system decisions. So, these are some of the things which you can use for like trade off analysis.

But these are again complex calculations which we need to understand first very clearly, then only we can venture for trying this out in the process of coming to some conclusions and trying to find it out what is the correct decisions.

Connected decisions and requirements management. So, the complete training on our decision-making model to manage requirements and enable true change management for the large system. So, it is like a training manual where it is mentioned like the complete training that the person needs to undergo for a decision-making model which will have an impact on the true change of the organization. But it is a lengthy process, it will take time, and it needs to be embedded in the system.

(Refer Slide Time: 23:42)



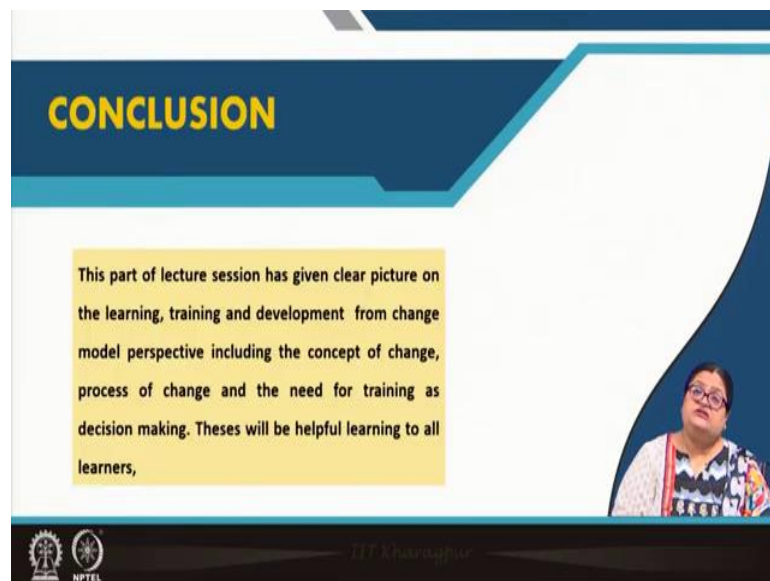
REFERENCES

- Noe, R.A & Kodwani, A.D. (2019). Employee Training and Development, Mc Graw Hill, Chennai.
- Bingham, T., and Corner, M. (2010). The New Social Learning, Alexandria VA: ASTD Press.
- Al-Khayyat, R. M. and Elgamal, Mahmoud A. (1997), "A Macro Model of Training and Development: Validation", Journal of European Industrial Training, Vol. 21 (3).
- Bhatnagar, J. (2007). "Talent Management of employee engagement in Indian ITES employees: key to retention employee relations." Vol: 29 No: 6
- Gordon, J. A. C. K. (2007). Microsoft's Leading Edge. Training-New York Then Minneapolis Then New York
- Allcock, R.S. (1988) Development Training: A Personal View, Endeavour Training, Birmingham
- Beeby, J.M., and Rathborn, S. (1983) "Development Training - Using the Outdoors in Management Development" Management Education and Development 14 3, 170-181.

NPTEL

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

(Refer Slide Time: 23:50)



CONCLUSION

This part of lecture session has given clear picture on the learning, training and development from change model perspective including the concept of change, process of change and the need for training as decision making. These will be helpful learning to all learners,

NPTEL

So, this part of the lecture session has given a clear picture of the learning and training development from change model perspective. So, what we understand in change model there is an input, there is a throughput, and there is an output. And training processes, the concept of training could be related in each of these phases and so that is how training is related to change.

On the other way, like in order to bring in change, then also there are certain aspects of like the entity on which you are working to bring in change process are like certain aspects which needs to be focused on. So, that is and they needs to be like groomed properly, they need to be hand supported with hand holding support properly to come up to the expected level. So, that the change transition with the change way path transition becomes very smooth.

So, how to remove those hurdles, how to remove those drawbacks with the help of training and development is also the contribution of training and development. And we will find, ok these are different hurdles related to the different functions of the organization and we have to address them separately by understanding their needs at what requires to be done. So, that is how also training helps for a change process to be like fruitfully, like executed in the organization.

And there are certain steps of bringing changes as we have already seen. And if we can understand this part, like training is itself a change that we are bringing into ourselves and to the group, to the organization, and it is time consuming. You will have to give it its proper way, its proper time to show its results, and it's on the other hand, also in order to bring in change process education is very important.

So, that you get educated about, you get trained about how to remove the obstacles, how to increase your collaboration, how to like talk to each other. So, that when you share your ideas with each other, then some collective things, collective intelligence helps you to address the problem in a bit better way. So, change and the process of change is very much intricately related to the training and development and vice versa.

Thank you.