We will talk about this particular course on Training of Trainers. This course is designed especially for those who are in the profession of training either for the Industry or for the Academia. All of us know that is in the era of technology it becomes very important that we develop human capital for the organization, for the institute and for the nation and vis-a-vis we can say about that is for the global level. So, this particular course has been designed how we can conduct the training programmes that is training techniques and tools which are to be used for the MDPs and FDPs.

Similarly, before this particular phase we will talk about identifying the training needs that is what are the training needs and how to identify the training needs in an organization and introduction of the training. First, I will discuss today in this particular session which will talk about that is the what is the training, its needs, its importance and how we can enhance our Manpower, Skills, Knowledge, Attitude, Ability so that we can develop the human capital. Now, here first I would like to share with you the formula of success.

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Whenever we talk about the success,

$$S = A \times M \times 0$$

What is A? , What is M? And what is O?

Where,

    A = Ability

    M = Motivation

    O = Opportunity

Whenever you want to make a successful training programs first we have to identify those who are the trainees what type of ability they require. To understand the ability one should interact with the participants and to know about the JD that is Job Description, what is the Job description? Job description will give us that is what type of ability an individual and employee has to develop.

Normally, if we refer this particular ability, first one is that is the job ability or what is called is technical skills. Technical skills means it is not related to the technology only, it is related to the job that one should have that particular skill of the, what type of the job he has to do. Second, is those who are expert in their jobs but they are not successful. Why they are not successful? Because they are not having another very important skill that is HR skills, you will find there are the number of leaders those who are very strong in their job knowledge, they are very competent but they are not successful because they are not able to get work done from the people those who are working with them and for this purpose a team building skills, leadership skills, motivational skills, conflict handling skills, all these skills, stress management skills, emotional intelligence, spirituality, all these skills, these are all are the HR skills, interpersonal skills.

If the person is very strong in the HR skills also in addition to the job knowledge, so we can understand that is the job knowledge cannot be replaced but that is only job knowledge is not enough, that has to be supported by the HR skills. Further, research has been done and it has been found that is in addition to the job knowledge, HR skills, there is a third skill and that is the Conceptual skills.

Conceptual skills means whatever the job person is doing he should be very clear that what he is contributing and where this particular this job will be connected with the another job in the organization and ultimately what type of products or services are to be developed. Once the conceptual skills are strong, HR skills are strong and then job analytical skill, job

description skills, job knowledge is there then definitely that person we will say that he is an able person and he has developed that particular ability.

To develop this ability there is a role of a trainer. Trainer has to develop this particular type of the abilities, he has to understand whether it is required the job skills, whether it is required the HR skills, whether it is required the conceptual skills, analytical skills are there. A lot of work has been done. Further in this one more nowadays and one more skill has been added and that is designing skill or creativity or creative skills, so therefore in that case it becomes very important that is the person is creative, we understand that whatever theoretical knowledge will be imparted that will not be enough unless and until it is not skilfully practiced at the workplace.

To practice at the workplace it becomes very important that is in every organization there is a particular culture, in every organization there is a particular system, procedure and the way of working and trainer has to train those employees those who are the trainees in a way that if they find the situation is different in the given situation then they have to be more creative and more adaptive, more flexible and this type of the skills are also required and therefore when we talk about the training then the training is very much important to make the success in the case of the ability of an individual.

The another aspect which is called the M, M is motivation, unless and until we will not be having that particular motivation it will be difficult that is the how a person will perform at the workplace. To perform at the workplace it becomes very important that is the employee, those who are performing in an excellent way, in a star way then they are supposed to be highly motivated.

We will talk in this course about the motivation also, that is how to enhance the willingness or motivation and before the enhancing the motivation level of the participant or trainer himself has to be very highly motivated. So, therefore to conduct a training programme this particular motivation is also very important. How we can develop that motivation? What type of motivation is there? What are the various motivation? How we can overcome those motivational barriers and that we will discuss. But what is required for a trainer to conduct a training program?

An opportunity, O is for the opportunity, unless and until one does not have that particular opportunity he cannot deliver or develop that particular training program. So, it becomes very important that is the, it is a combination for a,

S= A×M×O.

The point which is to be noted is that is here is the multiplication, it is not addition, so any factor if I am at 0 the overall success will be 0. So, Dear friends, it becomes very important that is develop the ability, develop the motivation and then getting the opportunity that becomes very important to conduct a successful training program.

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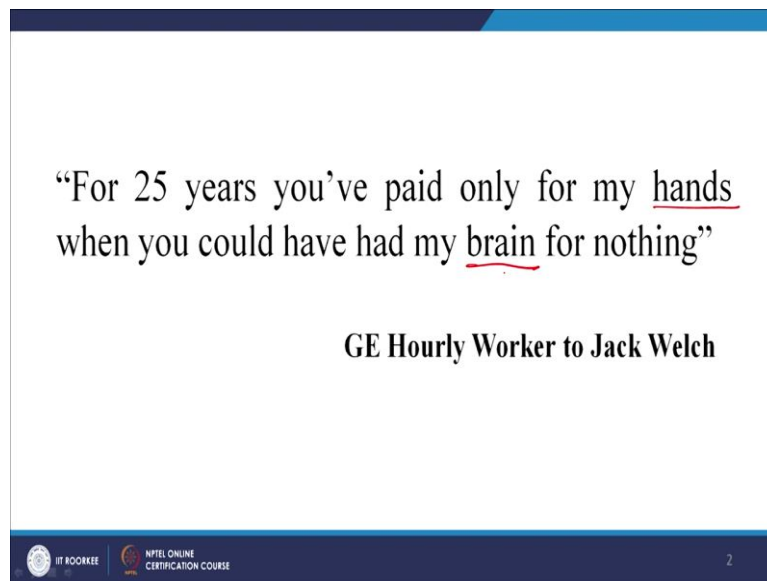
Now here I would like to take the 1st slide just by the quotation, what do you understand by reading this particular quotation? You will understand that is it is not an employee is not only for doing a particular job, he can add the value, value addition to the job can be done if his brain has been used and not only the hands. When we talk about only the hands it means that limited job opportunities for the performance.

If a person wants to develop a very high level of the performance ability then in that case he has to be very much situational, that is he has as in a given situation should be allowed to work and when we talk about the managerial functions; planning, organising, delegating, so when we talk about the use of brain at the workplace it means that in addition to the decentralisation because when you do this decentralisation it means that only organisational structures that is only you are talking about the hands but when we are supposed to talk about the brain of the employees, how to be more creative, in a given situation allow to do the work, creating that culture and that is the important of the HRD, human resource development or training and development.

That is the employees are allowed to use their brain and that is if you if an employee uses his brain, it is what? No, nothing, you are not you have to pay any additional, right it is already encompasses in his perks but there are certain organisations when they find that is the employees are using their brain then definitely they are giving more incentives as a part of their variable pay is there.

This type of the HR culture that has to be developed, many a times it is developed during the orientation program, that this is whenever there is an orientation program and during orientation program it has been mentioned when I was in the Shri Ram group I know that is in the beginning itself it was told that is it is very important for HR department to enhance the freedom, freedom at work so that they can make the best use of their brain at the workplace is there and that is why I have taken this particular concept, that is whenever we talk about the what assets do you have in an organization and then the importance are normally whenever we talk about the assets we talk about the budget.

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But it is true budget has to be there but what is important is that, that is the employee should be self-motivated and that is only possible when they are having the interest. If they are having the interest in their workplace and interest means motivated, motivation is there. If that motivation is there, interest is there then definitely that arousing that interest at the workplace, making a feeling of a family at the organization and that type of interest is developed then definitely the person will be not sleeping but that he will be contributing.

Next is the values, what type of the value systems are there? We know that is the personality, there are different types of personalities and if the personalities they are having the value system to hard work, to contribute, to having the affection to the organization, belongingness to the organisation, if these type of values are there, there is a job involvement, employee engagement, job enrichment, all these types of the value system are there in an organization then that organization will be a great workplace rather than just only a good workplace will be there.

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What is the role of a trainer? Trainer's role is that is these skills job skills, HR skills, already I mention about the different types of the skills, those skills imbibing those values, organisational values, developing the interest and then if this combination is there then definitely the human resource that will convert into the human capital. So what is required is that is we should not sleep on these assets, these assets are provided employees are provided and every employee has given by this particular type of the skills, values, interest and naturally by the budget is there. What a trainer does? So we will now talk about the role of the trainer, the first is we have to understand who are the stakeholders?

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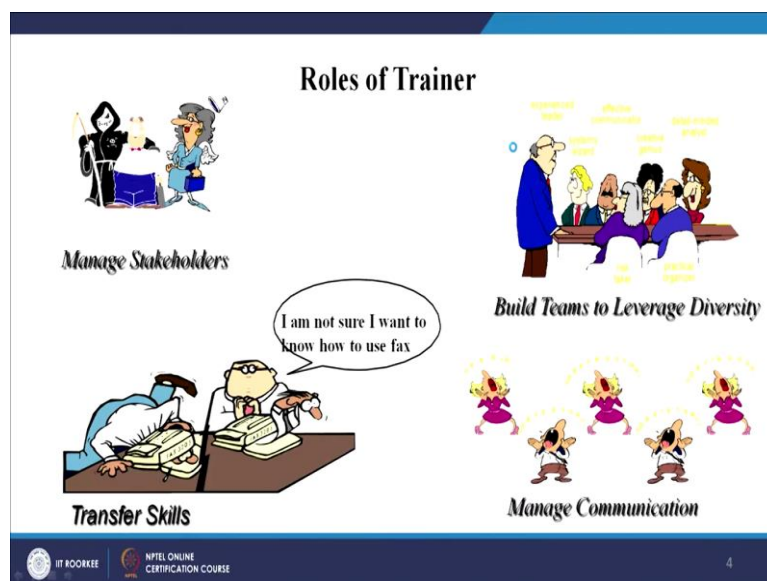
Days have gone when we were talking about the external stakeholders only, we were talking about the customers, and we were talking about the suppliers but in addition to this now we have to also take care of the internal customers and internal customers are our internal employees are there. Trainer should educate, trainer should train to the employees to understand that is they are working in an overall society. Society is also a stakeholder and every pin and point of the society and they are the stakeholders, so what is required? That is employee has to manage all the stakeholders. A trainer that he should make awareness about the stakeholders and should train about that is the how stakeholders are to be managed.

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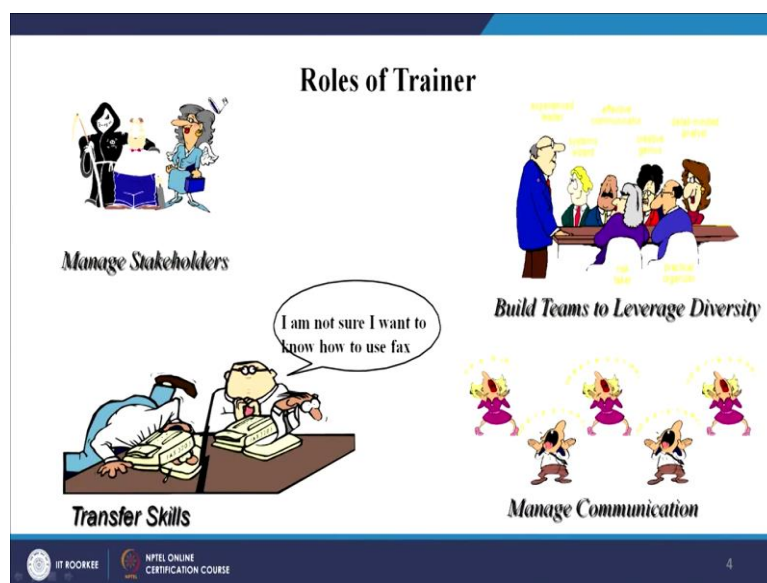
Now the 2nd picture, build the teams to leverage diversity, now we know that is these type of the meetings, whenever the organization is conducting the different types of meetings then that require an experienced leader. A leader who is aware of the different strength, weaknesses, opportunities, threats, different types of situations, IR situations, HR situations then all this type of interactions when he is already having then he will be able to address that team's competency because enhancing the individual's competency is fine but whenever we talk about the organization, Organization should know that is how to enhance the team competency. And we are aware that is many organizations or some of the departments in any one organization that they are not able to leverage the team efficiency.

Team efficiency is much more, for example whenever we talk about the forming of the team, how do we form the team? And whenever there is a team is formed all or most of them are competent persons, so there will be this storming, so after the forming there has to be the storming session. But, in a good organisation the storming that goes the minimum time, it

does not take much time, so what a storming does? Forming storming creates the norming, norms are created, that is the….

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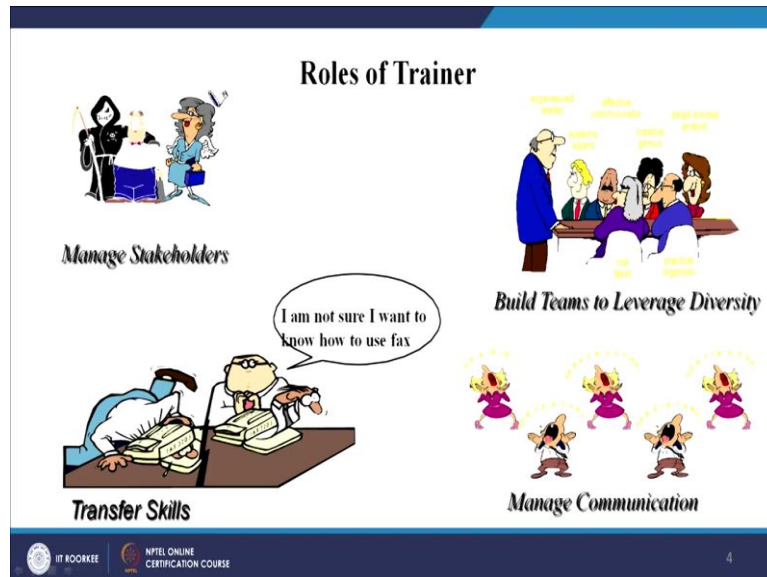
These different members they learn from each other that is how they will work together and then they will come out with the common solution, they will come out with the more efficiency is then. There will be the certain personalities, it has been mentioned here that is a system's wizard, system's wizard means somebody will say, no we cannot play with the system, if you are suggesting any solution that the solution has to be within system, that is true but when you talk about the definition of management, the definition of management is balancing the imbalances. What does it mean?

It means that there within the system even if you are having a short of resources you are supposed to develop that particular type of the system where you can manage the imbalances and the trainer that he has to develop those managerial skills, as I mentioned that is the planning, organising, directing, leading and controlling, these are the functions of a manager. So an experienced leader here, he should be able to find out if there is a system wizard employee how to handle that particular employee.

Another employee is that is the effective communicator, we should train a leader in such a way that is the how to develop that particular effective communicator in the organization, the trainer builds the team by identifying that is the effective communication practices. The 3rd one is that is there will be the person who will be creative ingenious; the creative ingenious

person may have the opinion different than whatever the traditional or conventional ways are there.

And then in that case it becomes very important that is this creative and genius, this type of the people they have to be handled differently because they are stars of the organizations and many times they suggest a particular solution, a particular idea and if that idea is very useful to the organization and that can make the sustainable and the growth of the organization, so that is build the team to have a creative ingenious people.

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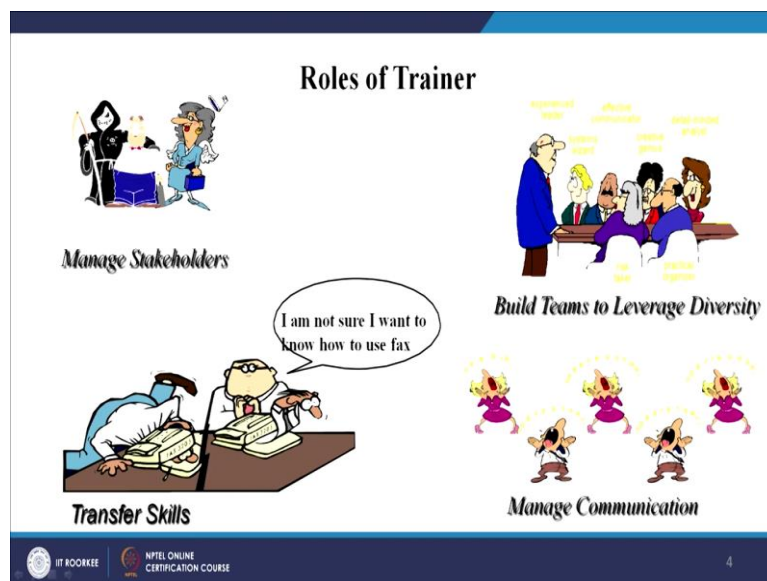
Then there will be the different minded analyst also, so therefore nowadays we will find in the era of the Internet that is we have a lot of data but when we have to convert the data, data into information, information into knowledge, knowledge and wisdom and wisdom into truth, this is the pyramid. If we have to convert that particular pyramid then you should be a strong analyst, especially for the management jobs nowadays the two jobs are very prominent. One is that is the analyst's job and other is consultant's job, they are highly in demand.

Then those who…Whenever there is a data, how effectively they analyse that particular data? But analysis of data is just a part, what is important is after analysing the data what is the discussion. What is the output of that particular analysis? How you connect that output with the current situation? And therefore this type of analyst are also required in a strong team. Then practical organiser, thanks to the technology, technology many a times give the solutions which may not be practical, so then what to do?

So they are required to be certain employees those who will be able to make the practically organising whatever the solutions which are coming out through the system wizard's questions or the effective communicator, experienced leader, creative genius, then detail minded Analyst and all these hot trades are also required in the trainer to build the teams to leverage the diversity and then practical approach also. What is right what is wrong, what is applicable, what is not applicable that he should understand.

And finally the risk taker, because the training is provided for the future requirement and whenever we talk about future there is a risk and one should be risk taker. We have to also understand the differentiation between the risk and gambling, so here I am suggesting the risk and not the gambling and therefore in that case one should be able to take the risk and then build the teams with this all type of personality traits are there.

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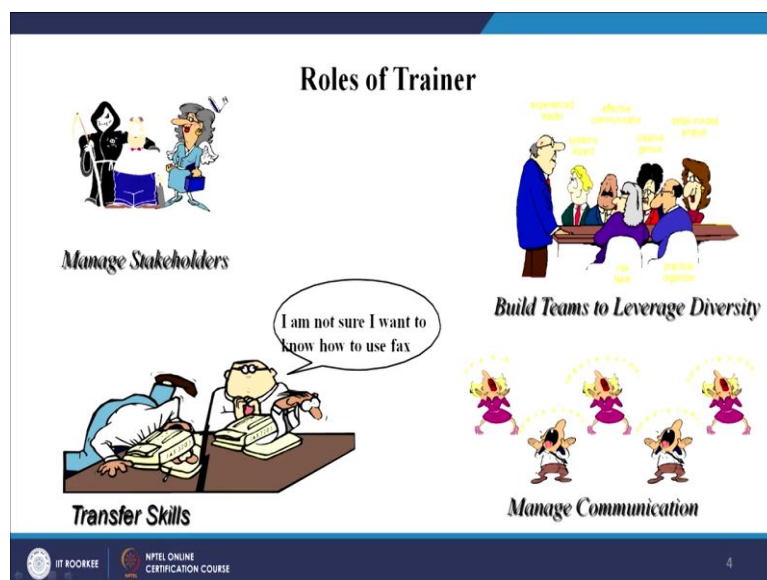
Then role of a trainer is to manage communication which already I have mentioned, that is effective communicator and then whatever he is communicating that should be clear, easy and one should be able to understand what type of program is given. Like here you will find cartoon has been given transfer skills, I am not sure I want to know how to use the fax and therefore in that case many people they may be provided the resources but they may not be competent enough how to make the use of it and then once you give them the training they will become efficient.

So the trainer, when we talk about the role of a trainer, role of a trainer is to manage the stakeholders, build a team to leverage the diversity, manage communication and transfer the skills for the employees for the purpose the training program has been provided.

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So what is primary goal of a training? The primary goal of a training is to help users move from confusion and no acceptance through the communication to ownership and a high acceptance level. Like many a times employees are not realizing the importance of training, what they understand is that they are confused, they are not very clear that is why I am getting this type of the training, what is the use of the training and in that case trainer should ensure that this type of the training which has been provided to the that is the importance, need and importance of training that should be very clear in the beginning itself.

For example, this particular type of course which I am offering, this course is helpful for the trainers so that they will understand how to design identify the training needs, how to design the training program, how to execute the training program, how to evaluate training programs and how to make the best training program at their workplace. And therefore in that case this is through communication, however through communication I would like to add one more terminology here and that is the pedagogy, that is through pedagogy that is a teaching methodologies, different types of teaching methodologies which further we will be discussing, that communication process has to be used.

For example, it can be the case studies, this can be the business games, this can be the exercises, this can be the statistical data collection and analysis, research method and through

this way we can make them clear their confusion and make them to ownership. The employee engagement is very important if there is ownership is there amongst the employees, if the employees are having this particular type of this engagement, that is commitment and that is ownership. Unless and until that feeling of ownership is not there amongst the employees then employees will not be able to make the proper transfer of that particular skills.

We have to develop that ownership, this organization is your family you are a part of this family, you are amongst one of the, one amongst all of us, so therefore this type of feeling is very important. And then when this type of notion is there that is I am the member of this particular family, of this organization which the trainer makes the miracle happens and then in that case high acceptance level will be there. For high acceptance level vigour is required, according to Schaufeli vigour is required, absorption is required and dedication is required.

Nowadays, there is a lot of demand of the training programs to enhance the employee engagement. Trainer should be able to develop that particular type of the vigour, that particular type of the energy, that particular type of commitment that is yes I have to do, now however there are different ways of working work from home, work away from home, away from the workplace but at work, so these type of concepts are already there but ultimately commitment is required. If commitment is not there in employees at the workplace there will not be a reasonable output. Employees away from the workplace but at work and there is no commitment, again there will be no output of the performance.

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So what is required? Trainer has to develop the ownership, that commitment that level of acceptance at the workplace so that employee gives more than 100 percent and then he gives voluntarily. It is not because of the fear of punishment or fear of losing the job but this type of acceptance, this type of the worship, this type of the commitment that he never realises that he …There is no feeling, I am working for others, I am working for myself, I am working for developing myself, I am working for the excellence of myself and therefore if this mindset is there, those organisations will be definitely a very successful organizations. Whatever I was talking about that was not only for the good workplace but that was for a great workplace.

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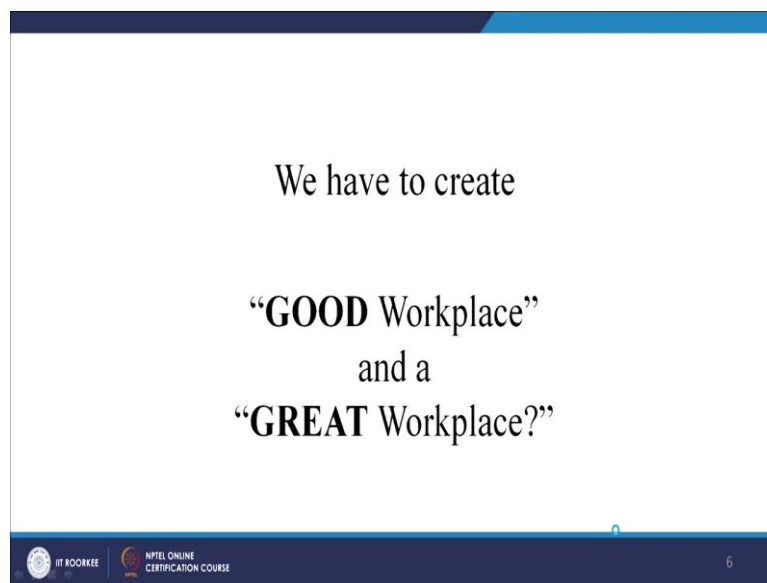
What a trainer does? A trainer, he is not only creating a good workplace but he is creating such a workplace where people want to work. I understand the practical aspect also that even if…Because I have 11 years of the industry experience, so I know that is the how people work in industries, so they may go for the betterment of this particular looking for the better opportunities, they may go but they will not forget their past organizations. They will be in connect with their past organizations because everybody has a freedom to go further for his progress but the connectivity, the relationship with the past organization is the same.

So therefore in that case that…and if there is no connect then that is not a great workplace. The great workplace is that, as I mentioned about how it is the commitment, loyalty, how about the relationship, how about after leaving the organization also people are connected and those type of the places are called great workplace.

So now we will talk about what is a great workplace, when people they trust, it is not the culture when they are out from that particular place that is they have fear that what will happen when I am not there. Now in that case that even if they are not at the workplace they are having the trust to have with their superior, colleagues and subordinates. They have pride in what you do, so it is the question not that is whether you are in the top management or middle management or in the lower management cadre but it is the feeling is there that is whatever I am doing I am doing the best, I am doing in the great workplace, I am working in this organization.

So whenever a person introduces himself and before saying his name he says I am working in this particular organization that means that he is having the pride in for that particular organization and therefore it becomes very important that is the person connect, the industry connect, the emotions connect that becomes very important whenever we talk about the pride in what you do. Now whenever when we talk about that is the enjoy the people you work with, so it becomes very important that is the workplace is a place of joy.

I am enjoying that particular workplace, I am talking about that particular workplace, I am sharing my experiences with that particular workplace, I feel pride in saying that I am working in this workplace, I am also having the trust with the people those who are working there, so you see that is the happiness index of that particular employee is very high. And if this type of the workplace and most of the employees, most of the employees when they say that this is a great workplace, I love to work here and then in that case you will find that is the trainer, trainer's role is that he creates that great workplace.

How this great workplace is to be created and how the training can impart this type of the culture that we will talk about into the next session, so thank you very much.