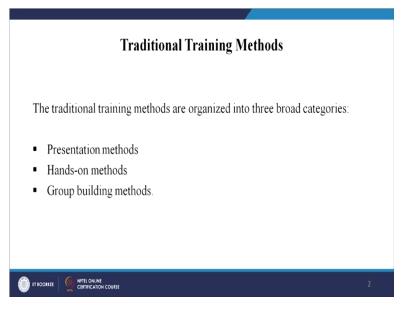
Training of Trainers
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Module 05
Lecture 18
Introduction to Training Methods – II

Now in the further module that is Lecture 18, I would like to discuss the lecture method and the video method, how we can make the presentation through these different types of training techniques and tools.

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It is very-very important that whenever we are talking about the traditional training methods, in the traditional training methods or the organised into 3 broad categories; presentation methods, hands-on methods and group building methods. Earlier, I remember that is these presentation methods we had done with the help of the transparencies, and the transparencies we were writing by sketch pens and then they were demonstrated on the projector and then the presentation was done for a particular topic. The lecture method was very-very common and then it was used in the traditional method, but at that time the more the blackboard and the chalks, those have been used for these particular lectures methods are there.

Presentation methods

- Presentation methods are methods in which trainees are passive recipients
 of information. This information may include facts, processes, and
 problem-solving methods. Lectures and audio-visual techniques are
 presentation methods.
- It is important to note that instructor-led classroom presentation methods may include lectures, video, workbooks and manuals, CD-ROMs, and games. That is, a mix of methods can actively engage trainees in learning and can help transfer of training to occur.



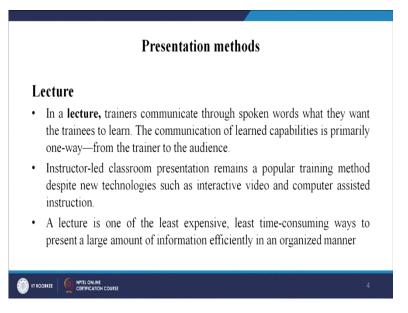
Now, here whenever we are talking about the presentation methods in which the trainees are the passive recipients of the information, then this information may include the facts, processes and problem-solving methods. So lectures and audio-visual techniques are presentation methods which I would be discussing into this particular session. It is important to note that the instructor led classroom presentation method may include lectures, videos, workbooks, manuals and earlier CD-ROMs and games are there.

That is a mix of methods can actively engage trainees in learning and can help transfer of training to occur. The basic concept behind lecture method is to be active learning, the active learning means that if it should not be only through the communication by the teacher or the trainer, but it has to be keeping engage the learners. Whenever trainers when he is going only through the lectures then in that case the hearing after 20 minutes or 40 minutes, the training may not be able to concentrate, it depends on individual to individual.

20 to 40 minutes normally may be the maximum concentration of the learner. But when we are talking about the sessions then the sessions of that particular 90 minutes or 60 minutes or more than that then 120 minutes then in that case that has to be more and more interactive. The concept of active learning will be possible only through that the persons are keeping involved, the learners are kept involved in this particular training method for this purpose whenever we have to design the lecture.

Now, here I would like to mention that is the session plans are to be very carefully to be designed, whenever we are conducting a training program normally the training programs that can be of 2 days, 3 days or 5 days or 1 week. One week training programs are there and in that one week training program, the training methods and techniques which we are going to use then naturally the first and foremost is the lecture method.

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The trainers communicate through spoken words what they want the trainees to learn, and most of the time these are the theoretical concepts, theory models. So these theory models are discussed in the beginning of the lecture and the concepts are created and designed and formulated with the trainees so that what they are going to learn, what is the theoretical base? The theoretical framework is very-very important, how we design that theoretical framework?

For theoretical framework we are having different resources, I will be talking about different resources in this particular lecture method. The communication of learned capabilities is primarily one-way from the trainer to the audience if it is only through the spoken words. Through the spoken words the person the trainer, he can engage the employees for 40 minutes to 45 minutes maximum.

Instructor led classroom presentation remains a popular training method despite new technologies. Now here we cannot ignore the importance of the trainer while interacting with the trainees, through the spoken words training the trainees they are required to understand that this theoretical framework if there is any particular challenge, particular doubt specially

then the trainee is supposed to ask to the trainers that is how this theoretical framework will be applicable in practical sense.

These new technologies such as popular training method despite new technologies such as interactive videos and computer assisted instructions are there, but still there is importance of those spoken words where trainees can clear his doubts. A lecture is one of the least expensive, least time-consuming way to present a large amount of information efficiently in an organised manner.

So if the session plan is properly designed then through the spoken words, a trainer can deliver his lectures at the less expensive and the least time-consuming methods are there because he has to share his knowledge. And wherever he is using that new technology, the new technology is facilitator, new technology is not a trainer but the trainer is that particular person who is taking the help of these instruments, this gadgets for the effective and less time-consuming process.

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Presentation methods Lecture • The lecture method has several disadvantages. Lectures tend to lack participant involvement, feedback, and meaningful connection to the work environment—all of which inhibit learning and transfer of training. • Lectures appeal to few of the trainees' senses because trainees focus primarily on hearing information. • Lectures also make it difficult for the trainer to judge quickly and efficiently the learners' level of understanding.

But this lecture method is having several advantages. Lectures tend to lack participant involvement if it is for the long time, then feedback and meaningful connection because it is possible that the trainees, they get disconnect with the trainers while there is long time the lecture method is used.

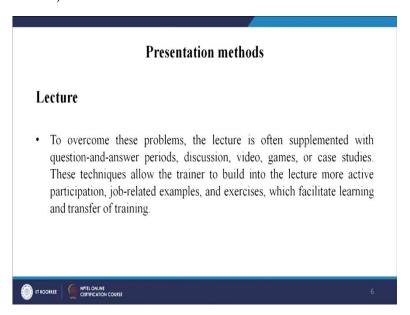
So therefore, if we want to have a meaningful connection to the work environment, it becomes very-very important that as we are making the combination of the different methods in the lecture method all of which inhibits learning and transfer of training. So basic purpose

of transfer of knowledge that is TOK is possible only when we talk about the development of these lectures with the help of different equipment. The lectures appeals to few of the trainees senses because trainees focus primarily on hearing information.

So when we talk about the learning theories, learning methods, and therefore the first and foremost method is hearing information so we cannot ignore the importance of the lectures in the beginning and therefore we talk about how that hearing information that can be taken place while interacting in effective lecture session. Lectures also make it difficult for the trainer to judge quickly and efficiently the learner's level of understanding.

So if it is only the spoken word from one side, then learner will not be able to understand and especially immediately that is whether the learner is having that capacity to understand the level to come to that level what concept he is talking to. And therefore these disadvantages of the lecture methods that can be compensated with the help of the use of technology.

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To overcome this problem the lecture is often supplemented with question and answer periods, so therefore the trainer also learns that is whether whatever he has taught that has been absorbed or not and whether this has been absorbed correctly or not so that particular aspect that can be checked with the help of question answer session.

Now here I would like to share my experience with the Hanyang University Korea where I teach these Asian business. It has been observed that is whenever we are having a particular session, in this session many times they ask questions in between, so this question answer

session will definitely be helpful but trainer should be enough smart to administer that is when the questions are to be asked.

Many times, if it is not properly managed, this question answer session which is normally kept at the end, but every system is having its advantages and disadvantages. If it is a long lecture and at the end you ask the question answers, because of their personal interest and needs then they may not ask the questions because already the long time has been covered so there can be question answer session with the short intervals.

But that controls the question answer session that is the responsibility of the trainer so that he can again direct his lecture towards the audience otherwise this question answer session that may disrupt the continuity of the lecture. These techniques allow the trainer to build into the lecture more active participation as I mentioned about the active learning concept, job-related examples.

Now, trainer is expected to know the academic background and the profile background of the participants. Trainer should ensure that to whom he is addressing, what will be their academic background and what will be the professional background and, in that case, if he understands the needs, he can relate the suitable examples. For example, it is a heterogeneous group that is the participants are coming from different nature of industries then he can give the examples which will be more generic and that will be for example, I would like to mention about the leadership.

When we will talk about the leadership we will talk about the generic in the leadership, but when the participants are homogeneous group that is they are coming from the same nature of industry is then suitable example will be from the same nature of industries. In that case trainees, participants will be able to connect themselves with that particular type of the training program.

Here for interactive learning, active learning we can use the exercises, how the exercises are to be used and when it is to be used that I will discuss subsequently when I will discuss in further session about the use of exercises. Through the active participation, job-related examples allow them to ask the question and answers and using the exercises which will facilitate learning and transfer of training to the particular trainees and trainer will have the effective lecture.

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Types of Lecture Standard Lecture: Trainer talks while trainees listen and absorb information. Team Teaching: Two or more trainers present different topics or alternative views of the same topic. Guest Speakers: Speaker visits the session for a predetermined time period. Primary instruction is conducted by the instructor. Panels: Two or more speakers present information and ask questions. Student Presentations: Groups of trainees present topics to the class.

Now the lectures can be of the many types, some of the types are standard lectures where the trainer talks while trainees listen and absorbed information. And in that case that is the experience sharing this becomes more and more important. If the trainer is more experience and he is talking to the audience in addition to his theoretical framework and theoretical suppose he is talking about the personality and the behaviour, then the lecturer he is making the types of personalities, what is the personality and then how the personality, the attributes of personalities, the determinants of personalities and then that will be the standard lecture on the personality, the trainer will talk about the personality.

When we talk about the team teaching, here two or more trainers present different topics or alternative views of the same topic. So, here whenever we club that is the HR with the economist and when the economist talks about the future of economy and then the HR talks about that is how the change of HR is required with the change into the economy, now these 2 experts, they can connect together and deliver the lecture.

Sometimes very common practice is of the technology and management, whenever we talk about a particular technology then in that case the lectures are given on how this particular technology is going to affect the manpower, how to make the best use of the technology, how to train into the technology, what are the future challenges in technology, simple example is of artificial intelligence.

Whenever we are talking about artificial intelligence and its applications then what will be the impact if more and more use of the artificial intelligence then what will be the impact on human resource and that part will be discussed with the HR faculty, HR trainer. And the person who is from the artificial intelligence, he will talk about the role and responsibilities in the future or yesterday, today and tomorrow of the technology, example is artificial intelligence.

Now in this team teaching, another person who is from the HR, another trainer who is from the HR he will supplement, if these are the issues into the artificial intelligence then how the person will be able to deliver that particular task. If that much technology is complex then the employees how they have to develop, how they have to face the situation and what competency they are required to develop to make this the higher level of artificial intelligence.

When there will be a match between artificial intelligence of an organisation and level of employees' competency that will develop the team teaching. The third type of lecture is that is the guest speakers, speaker visits the session for a predetermined time period and the primary instruction is conducted by the instructor. So therefore in that case if it is very-very popular that is in case of the learning, nowadays even in the conference we will find that workshops are organised for the entrepreneurship and the research methodology workshop.

These types of workshop which will be introduced with expertise people which will allow the participants to learn from these experts those who are coming from the industries even entrepreneurship even and then they are generating an interest that is how research learning in the conference how they can learn this particular entrepreneurship and these technology-based workshops they can use for their research purpose.

The guest speakers for example, if we are conducting a training program for a particular energy, environment or agriculture related industry, then the experts in addition to trainers, trainers keep the sessions in between if it is a 3 days, 5 days training program then he can keep the one session with guest speaker and his guest speaker will be the executive or experienced person of the particular connected stakeholder with that particular nature of industry.

If he is from that particular nature of industry then definitely he can be invited, he will share his expertise related to that particular training program. As I mentioned that is we have conducted the RRVPNL Rajasthan Rajya Vidyut Prasaran Nigam Limited training program, and during the training program we have also invited the Professor Udai Pareek sir and then he was there as guest speakers and introduced and talked about this particular training program.

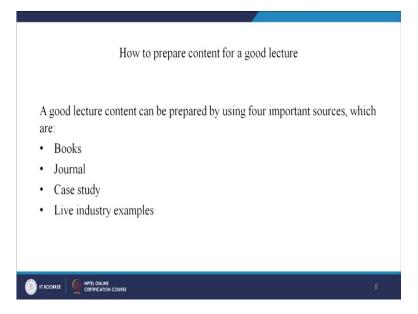
Then we can also organise the panel discussion, the panels will be there two or more speakers present in the information and asking the questions, and if 2 more speakers are there they will talk about this particular information and panellists will be present and then they will satisfy the query of these trainees and this also becomes a wonderful type of the training program and these panellists will be from the subject expert I mean the industry experts and from the government.

So industry, academy and government, these types of analyst that can be created and the panellists will be more and more capable to share their experiences that is how industries are working, academician is related with these concepts, how these concepts are relating with particular industry for example, we talk about that is the conflict management and then the concepts of the conflict management, conflict model and stress management that can be discussed and then industry person can talk about that is how the stress management that is practised into the organisation and what type of the stress nowadays are becoming very common and how we can create the happiness index in that particular organisation so this type of panel can be created.

If it is related with the RTI or related to any particular finance then definitely the experts from government that he can also talk about the roles and regulations that is what government policies are there on this particular type of issue. Next is Students presentation that is the groups of trainee is present topics to the class, this is also a very-very common method and very-very effective method. Whenever we talk about the active learning, in active learning method these practices are very wonderful examples that is the type of lectures which we can organise that is how the group of trainees they present topic to the class.

And that can be any case study is given or they have been asked to design an enterprise or they have asked to make a particular problem solving approach, or they have asked to give an exercise, they have to come with group yesterday analysis, they have to come forward and then they have to share and experts will give their comments and that will become very-very popular type of the, many management institutes they are using the case study method as the students' presentation for the learner's presentation and that can be used.

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Now, after the delivery of these lectures and types of these lectures now I will also like to especially mention that is the how to prepare the content for a good lecture. We have to see that what is the topic and title of that particular training program, and we have to refer the books. If we refer very-very prominent books which have been well accepted into these particular universities or top institutes where they are giving in the references.

If it is behaviour to science, it is human resource management, it is technology management, it is knowledge management then we have to find out the top 10 books of this particular topic or maybe the subtopics under this particular umbrellas then we have to find out which are the best books are available and those books are to be referred, those models are to be discussed and the recent books the recent additions.

For example, the training program is for like I conduct training program for Munjaal groups than in that case it is the change management, and if the change management is there, the latest books are to be referred then we have to also connect these books of the change management with the OD's book Organisation development books and therefore then we can conduct these types of the training programs based on the sources from the books.

But only books will not be enough, what I will suggest that is please also refer the journals, which are the journals? Journals nowadays that is we are talking about Scopus listed, SSCI listed, ABDC listed and there for those generals we authenticate source for these particular types of the training programs and we can take the research input what the books will give us

the theoretical input and the journals the latest research input then also those studies, research papers those studies that we can also incorporate into the journals.

And the third one is that is a different case study, now there are number of websites of the leading institutes those who are providing the case studies and those case studies that can be used. My further sessions will be that is 16, 17, 18, 19, the 4 sessions will be on the case writing workshop, how to conduct the case writing workshop and then how to do the case analysis that I will be discussing.

As I mentioned that is the trainees, they are able to connect themselves with the help of live industry examples. And through the live industry examples they will be able to connect themselves that these are the problems than how they can connect with this particular situation and find out solution to the problem, at least the approach, that approach will becoming very-very important that what will be the approach.

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• Audio-visual instruction includes overheads, slides, and video. Video is a popular instructional method. It has been used for improving communications skills, interviewing skills, and customer-service skills and for illustrating how procedures (e.g., welding) should be followed. Video is, however, rarely used alone. It is usually used in conjunction with lectures to show trainees real-life experiences and examples.

So this was some input on the lecture methods, now another method of training and that is the audio-visual instructions. Now, whenever I say that is the actual learning is to be there, in that case the actual learning in audio-visual instruction that includes the overheads, the slides and videos. Thanks to the technology, nowadays we are having number of videos which are available but I am very happy to share with you that is in my class I always ask the participants to make their own videos and then they share the videos. Given a situation, case study method, a case situation a problem situation and then they develop.

If our training program that is of the 5 days then it will be wonderful idea that is half day on one of the days you can keep for the video making, the participants are supposed to make the video and then they have to demonstrate that particular video and role-playing maybe business game may be or the industries and the problems and situation behaviour modelling whatever it is for purpose the training program is there, but ask participant to develop a video and then demonstrate the video.

And I will be showing that one video by my students in the further slides. Video is a popular instructional method, it has been used for improving the communication scales, interviewing skills and customer service skills, and by this purpose we can make use of better communication, how do they communicate in their body language, their tone, pitch, voice, that we can show.

The interviewing skills that is how interview is conducted and that can be also a beautiful video, and if a training program is related to any customer service skills then definitely that also we can demonstrate. And for illustrating how procedures example that is welding that is a technical process that should be also followed and through the help of the technology video we can make them comfortable that is how technology works.

Video is however rarely used alone because video without of any context that you cannot show or ask them to make because keep in mind that every training program is not only for the active learning but it is also useful for whatever has been learned. It is usually used in conjunction with lectures to show trainees real-life experiences and examples.

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How to use Audio-visual in class Steps to use Audio-visual in class First step, assign activity to participants such as recruitment, selection, training and development. Brief participants about activities and how they have to perform that activity in class. Ask participant to make a video of entire activity then present in class along with power point presentation.

So we will see how to use the audio-visual seen the training class. First step, assign activity to participants such as it is related to for example, I have taken recruitment, selection, training and development then in that case first activities to the theme formulation of team, formulation of concept, formulation of chapter that is very-very important that is on what chapter you want this particular video.

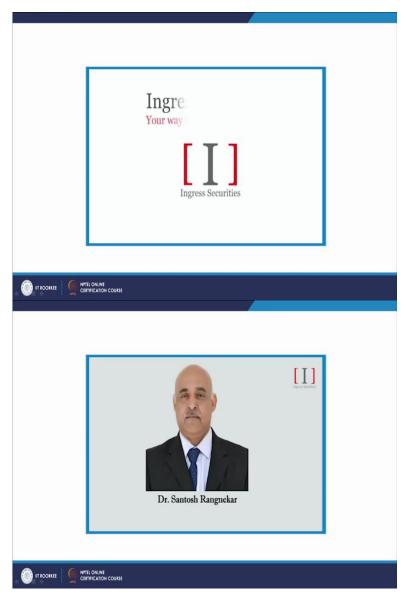
The video technique assignment will be more effective whenever there is an interactive session. However, except in the technology that is how to make the use of technology, there can be the video but otherwise video visual which will be more helpful then if it is an interactive video. Brief participants about activities and how they have to perform their activities in the class.

So guidelines is to be provided so that while making the video they understand what they are supposed to do, trainer plays a very important role in this case and he develops a particular video under the guidance of the trainer. Ask participants to make a video of entire activities then present in class along with PowerPoint presentation.

So therefore, so they have to make a video of entire activity and then connect with the concept that is along with the PowerPoint presentation they are supposed to connect. Now here I would like to show a video which we have developed with the help of the students in the classrooms and then we can go for that particular company video.

Video being played from 29:49 till 30:54

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Ingress securities, the way to financial growth. We at ingress securities belief that investor's security comes before our profits. Our company was founded by Dr Santosh Rangnekar.

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Safeguarding trust of investors is our prime objective.

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We are present in 9 cities and serve 1 lakh clients dedicatedly with the foresight of achieving an evergreen business status. Our company was awarded with emerging wealth management house award consecutively in 2 years; in 2014 and 2015.

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We provide best in class wealth and asset management services for both organisations and individuals. Our clients include Samsung, Reebok, Adidas (())(30:29).

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Aim at building community at workplace, our HR policy is driven by our mission and core values of promoting transparency and voice of our employees.

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Our core values are financial security after plans, client focus, excellence in all we do, integrity always, respect for individuals and for the community in which we live and work

[Video ends here]

Now as you have seen in this particular video that is how the students have been given instructions that what role they have to play and then they have to demonstrate, so this is enhancing their video making and role-playing capacity.

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How company uses video in its training program

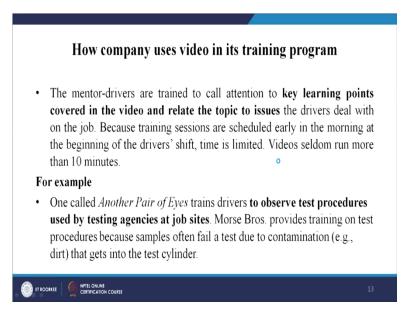
- Oregon, is one of only a few ready mix firms in the Northwest that provide regular training for their drivers.
- Morse Bros. has been able to **reduce costs and raise customer satisfaction** by providing drivers with product training and by instructing drivers to avoid rollovers and excessive idling at construction sites.
- · What method does Morse Bros. use to train its drivers?
- The company produces training videos that are presented by mentor drivers.
- The mentor-driver's job is to select the weekly video, schedule viewing sessions, keep attendance records, and guide a wrap-up discussion following each video.



Oregon is one of only a few ready mix firms in the north-west that provides regular training for their drivers. And Morse brothers have been able to reduce costs and raise customer satisfaction by providing drivers with product training and by instructing drivers to avoid the rollovers and excessive idling at construction sites. What method does Morse brothers use to train its drivers?

The company produces training videos that are presented by the mentor drivers and then they talk about mentor-drivers' job to select the weekly videos, schedule viewing sessions, keep attendance records and guide a wrap-up discussion following each video. And in these videos they talk about that is how efficiently and effective the driving is to be done if there is any problem arising then how to handle those particular problems.

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So, therefore this particular company in the training program of their drivers they are making the use of the videos. The mentor drivers are trained to call attention to key learning points covered in the video and relate the topic to issues that drivers deal with on-the-job. Because training sessions are scheduled early in the morning at the beginning of the drivers' shift time is limited, videos seldom run more than 10 minutes, so in the 10 minutes in the beginning itself the video will be shown and they have to perform.

One called "Another pair of Eyes" trains drivers test procedures used by testing agencies at job sites. And Morse brothers provides training on test procedures because samples often fail a test due to contamination example is the dirt that gets into the test cylinder, and these types of the videos definitely that help a drivers to work more effectively.

How company uses video in its training program

• Another video emphasizes cold-weather precautions: Drain all tanks and hoses at the end of the day, park the drum in neutral.

At each training session, drivers are asked to answer several questions related to the content of the program. At the end of a session, drivers and the mentor-driver discuss anything that might be interfering with the quality of the product or timeliness of delivery. Mentor-drivers then share this information with company managers.



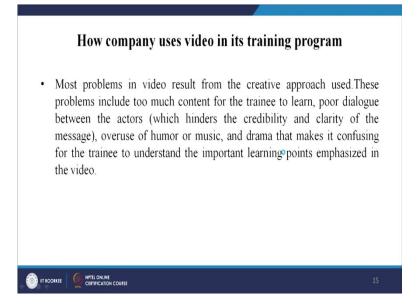
Another video emphasized in this company cold-weather precautions drain all tanks and hoses at the end of the day and park the drum in the neutral. And this type of the training program that is how carefully they have to do this particular task that has been trained with the help of the videos are there. So many companies are using that is not only just for sharing the information but how to do that particular task is more effectively, and this will be highly educating and supporting for the learners.

At each training session, drivers are asked to answer several questions related to the content of the program and then whatever the task they are supposed to do, and when they see the video and if they find that there is some problem they can ask the questions, and it has been observed that is there are the relevant number of questions by the drivers in this particular training program.

At the end of the session, drivers and the mentor-drivers discuss anything that might be interfering with the quality of the product or timelines of the delivery. So after this videos training, as I mentioned that is the, these are used for effective lecture method for the active learning and now they are supposed to go for that how to make it more effective discussing that problems and with end of the session with the drivers and the learners.

Mentor-drivers then share this information with company managers and as a result of which the company managers they are able to understand that what practical problems are there, what technical issues are there, what liberal issues are there by understanding these issues they are able to learn that is how they can develop a video informing these issues to be resolved in what way in what manner and therefore, through video the job task of the drivers has been made much easier than before. So this is all about that is the examples of that how the training programs with the audio video that we can make use.

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Most of the problems in result from the creative approach used. These problems include too much content for the trainee to learn for therefore, in the case of the lecture as compared to lecture so you can give more content then we can avoid the poor dialogue, but when the actors which hinders the credibility and clarity of the message that we can avoid, over use of humour or music that can be avoided, and drama that makes it confusing for the trainees to understand the important learning points emphasised in the video.

And therefore, if precautions are taken that is what should be the content, in spite of the too much content very relevant content, avoiding the poor dialogue between the actors those who are playing the particular role in that video that has to be taken care off. Over use of humours, music or background music that is to be avoided and we have to create because it is role-playing behaviour modelling so it should not be highly dramatic otherwise it will make it confusing for the trainees to understand.

If these types of important learning points are taken care of them definitely the video training that will be very effective video training. But here not only video training is given, by showing the video but also by making the videos by the trainers. I am sure that is this type of the method that will be used by the trainers whenever it is possible and applicable. So this is

about the lectures and training methods which I have talked about how we can use into the training programs thank you.