Training of Trainers
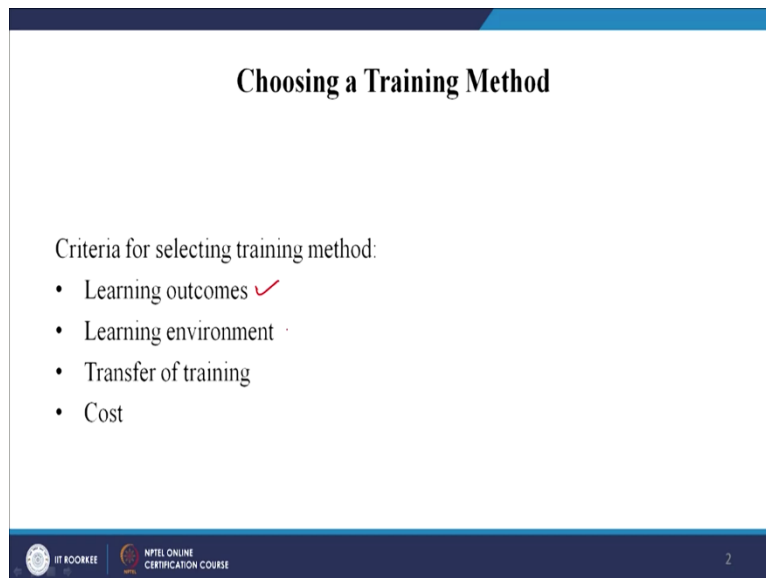**Professor Santosh Rangnekar**
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Module 05
Lecture 19
Choosing a Training Method

In context to choosing a training method. Now, I would like to mention that is there are certain criteria and those criteria are to be fulfilled whenever we talk about for the development of a particular method.
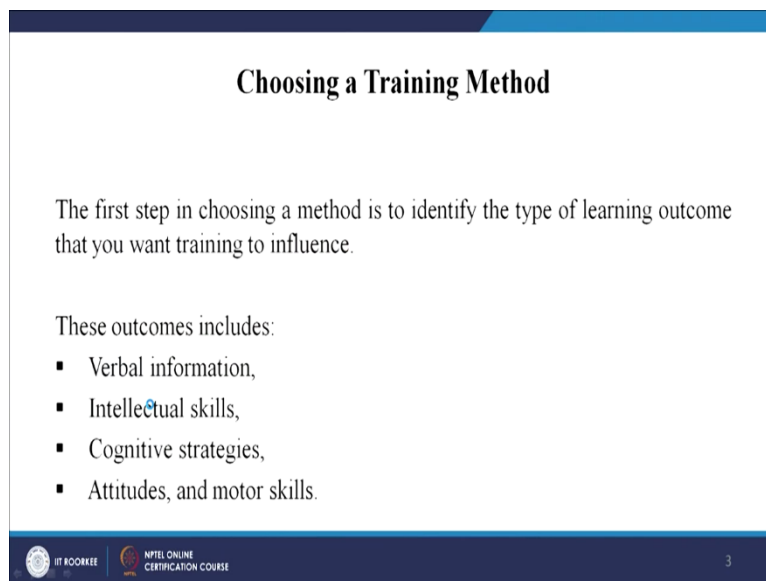
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The criteria are learning outcomes, learning environment, transfer of training and cost, so these are the four criteria which we will be discussing in this particular session. Whenever we are talking about in choosing method, the first step is to identify the type of the learning outcomes that what should be the learning outcomes that we want training to the influence.

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First and foremost will be the learning outcomes will be depending on the verbal information. Verbal information is normally on the basis of experience sharing, experience sharing is that whatever the person has either have heard or whatever he has learned, whatever he has experienced in his life and then those situations that he will like to talk with the trainees.

It has been found that is the more experienced person then definitely he will be more focusing on the verbal information because his experience itself will be having the sharing of those contents which the trainee is looking for. But the verbal information it can be sometimes at the individual level, what I want to say that one's perception may influence the verbal information.

The verbal information may be influenced by the shortcuts in judging others so therefore, the source has to be, the references have to be very much authenticated. Sometimes these are verbal information are based on halo effect which may not be applicable to the all the situation. So whenever we talk about the interacting, so in interacting it is the person, trainer, the trainee and a given situation that will play a very important role whenever there is an exchange of verbal information.

If the trainer is totally unbiased, trainer is having the rich resources of his content, trainee is very keen to learn, he is having certain doubts but does not hesitate to ask the doubts and the situation is very favorable then in that case the verbal information that will be more and more productive.

Second, will be the intellectual skills, intellectual skills will be the skills which will be required to be used at the time of whenever the person who is sharing that verbal information what level of intellectual connect he is having. If that intellectual connect is very-very strong then in that case he will be able to create a very high level of knowledge scale and competencies. If the knowledge scale and competencies are used then a high level of intellectual capabilities that will be developed. Sometimes it has been observed that it becomes very-very important that the participants and trainees, their questions they are very at the high-level.

If the questions of the trainees are very high level then he is supposed to develop those sorts of the situations where he can compete the facing that situation and answering those all sorts of the situations and problems and queries and doubts. So the intellectual skills are right, earlier it was talked about the IQ intellectual quotient, but when now we talk about the effective training then while using the effective training methods it is not only the IQ, but it is also of the EQ and SQ that is emotional quotient and spiritual quotient. So the intellectual skills are to be clubbed with the emotion stability is and the spirituality on the trainer and trainees level both.
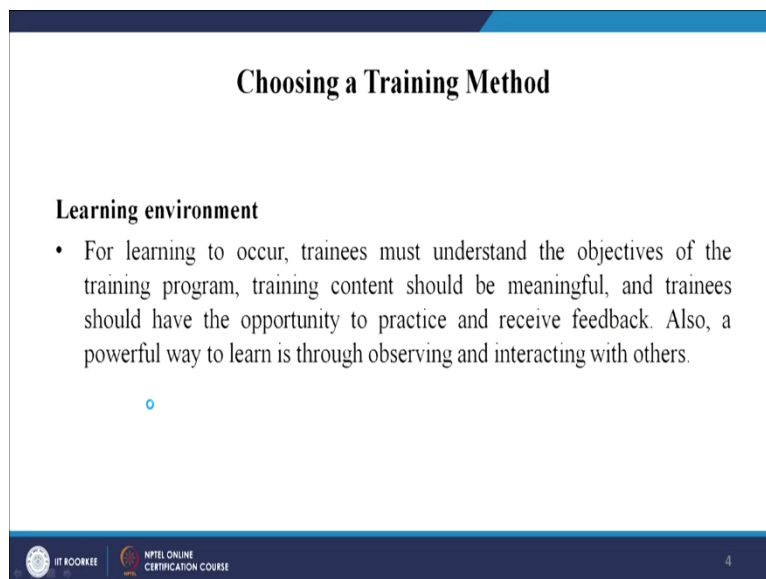
Now, whenever we are talking about the outcomes that includes the cognitive strategies, all cognitive strategies which we are using then we cannot leave them just on the basis of the facts but it has to be connected with the emotions. Here, I would like to mention that is whenever we are talking about the emotions and cognitive ability, then the 5 factors of Daniel Goleman they are becoming very-very important that is the self-awareness, self-regulation, empathy, motivation and social skills. So in choosing a method it should be very clear that the person how much he is aware about using that particular method, so self-awareness is to be very-very precise and accurate so person, trainer can make the right choice of the training method.

Then in using that particular method the self-regulation, self-regulation is nothing but in the case for example, in the lectures. In the lecture methods as I mentioned in earlier module that is the lecture method is to be in the combination of the different types that is the team participation, panels, guest speakers and it should not be only one-sided and therefore, that particular self-regulation method has to be used in the cognitive strategies. Third and important factor is and that is about the empathy.

Now trainees are coming from different academic background and the social background and technological background and therefore their perception and their level that has to be varied. And if it is varying from individual to individual, we have to understand that is which one will be the right cognitive strategy to empathize the trainee because that unless and until a rapport between the trainer and trainee is not developed, by that time the cognitive strategies will not be more effective.

Next one is attitude and the motor skills, now how you are exercising that particular knowledge, that particular method and that attitude is to be very-very positive and supportive unless and until that is not a positive and supportive attitude then by using that particular method the right message and the effective message will not be delivered to the training. To deliver the trainee that effective message our approach and attitude that has to be very-very positive and whenever we are talking about the articulation motor skills then those articulation motor skills they have to be supportive of this particular attitude.

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Then the learning environment, in case of the learning environment for learning to occur trainees must understand the objectives of the training program. Now, at what level training program we are providing, for example, for the industries if we are providing a training program to the general level executives then in that case that particular environment has to be highly interactive because they might be having many doubts because they have just entered into the profession and they have many curiosity about the future.

So in that case that sometimes they may be lacking into the experience also, so in that case the objective of this training program that learning environment it is the beginner stage, it will be an embryonic stage of the learning. And if it is the embryonic stage of the learning then in that state of the learners we have to create an environment that will be more creative, more interactive.

Now, when we are having the learners which are at the growth stage that is the middle management then if the middle management growth stage is there then in that case we have to understand the life-cycle and we should make them the more understanding of the future requirements and the decision-making process. And this decision making process that will help them to create a learning environment that is if they want to learn because they are experienced one after certain extent and therefore their approach will be that is the how to make the growth then the further growth and to make the further growth that environment is to be created where they can see a canvas, where they can fill the colors.

And the third is the top management people are there, top management people are already having enough experience to understand the situations but they may not be able to cope with the current changes especially into the technology. And then if this is the challenge then we have to make them creating and learning environment so that they become at least capable to handle the technology or understand the technology and sometimes to welcome the technology and therefore, that type of the learning environment that will be required in that particular training program.

What I want to say that is if there is a proper classification of the learners and that we understand with their social background, with their technological background with their educational background then definitely we will be creating an enabling condition by facilitating them by recognition because whenever we talk about the participation then the participation will be more effective if we recognize the participants, and recognition of participants is also a part of learning environment which we create in the particular situation.

Another important is that is the content should be meaningful, if the content of this particular training program is what the trainee is looking for then what should be the content. Like in this program of training of trainers, the content have been designed to understand the training, how to make the identified the need assessment of the training, how to make the use of the different tactics and methods of the training then how to make the cost and benefit analyses of the training, evaluation of training, feedback of training.

So therefore in that case, a trainer that he can learn that is how need assessment is to be done, what is the exact objective of the training, what different methodologies are there to exercise that particular training and the training is effective or not that measurement is to be done not only on cost wise but also the output wise also that how to conduct that particular training method. So therefore the meaningfulness of that particular training program and content that becomes very-very important.
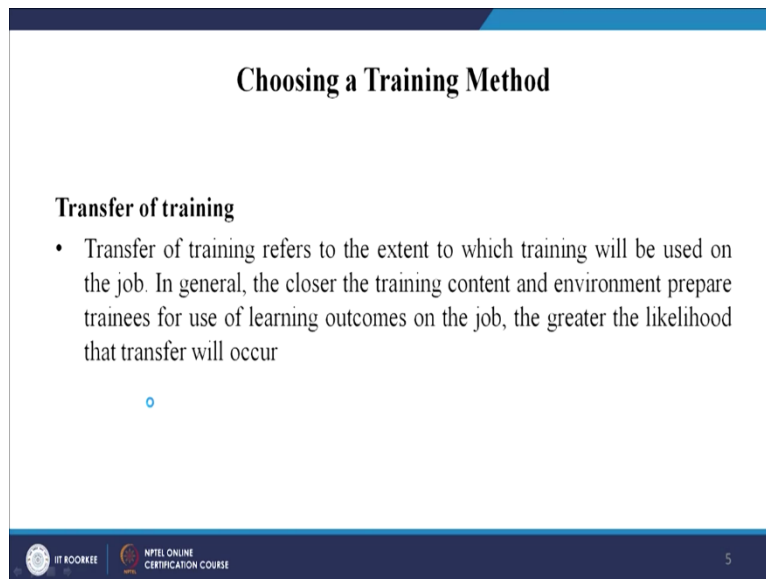
At the end of the day the trainee will asked and he will be asked to not only by himself but also by the industry from where he is coming that is what are the takeaways, and the takeaways will be the content of the training program. If the content of the training program are the takeaways then in that case that will be very much useful. Trainee should have the opportunity to practice and receive feedback.

So at the end of the training program the learning environment is that constantly we have to ask after certain period or session that is the are they with the trainer or not. If the trainees are with the trainer then definitely in that case they will be able to conduct that type of the learning which they are looking for and as a result of which their feedback powerful will to learn is that is what is their feedback and what is their practice. We have to also understand their practices by understanding their practices we can learn that is what sort of the feedback they provide.

Now a powerful way to learn is to observing and interacting with others, there should be a continuous dialogue, interactive dialogue between the trainer and trainees. It should not be specially in the lecture methods as I mentioned that is it is one way and delivery is done and there is no interaction, so there is no opportunity for the trainees to clear their doubts.

And if they want to know something relevant to their particular content or the particular method and they find any difficulty then they should be able to ask and resolve their issues and the powerful way is that is, it is two-way interaction. If it is more and more interacting then better it will be the support of that particular learning process.
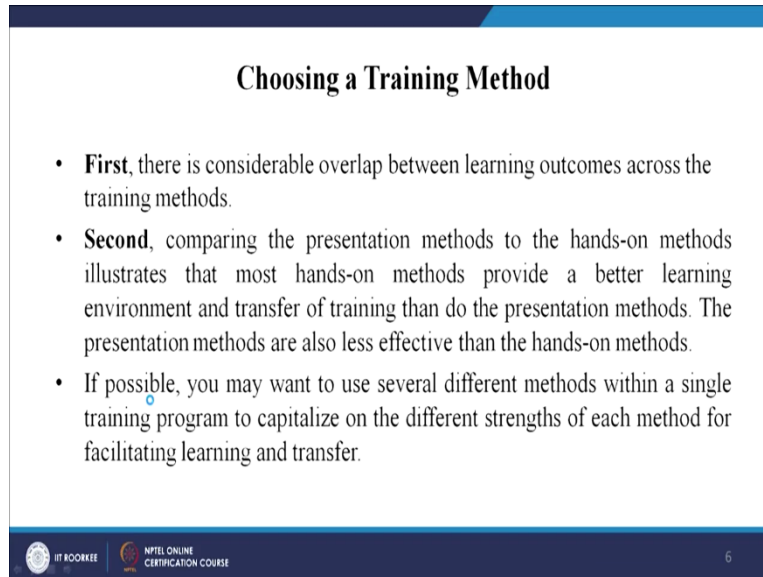
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The next part is transfer of training that is how the transfer of training is done. Transfer of training refers to the extent to which the training will be used on the job, if on-the-job training is used then definitely in that case that the transfer will be more effective from the sender to receiver. So it is the sender's knowledge, sender's communication, sender's content, sender's style of working and interaction with the receiver. Receiver as I mentioned that is all the social and educational background and experience, his demographics then that definitely will help that is the trainee to receive that particular knowledge which has been transferred.

Always to learn there is a prerequisite layer, and what is required is and that is nothing but the willingness. If the trainee is willing to learn and the trainer is highly committed to deliver his content then in that case definitely there will be the transfer of the knowledge or the job will be done. In general, the closer the training content and environment that will prepare the trainees for use of learning outcomes on-the-job.

So therefore, the training content and whatever training content, whatever the learners ability, whatever is the trainer's ability that has to be incorporated as a result of which what will happen that is learning outcomes will be strong. So it is a relationship and interdependency between the trainer and the trainee and the use of that methodology and transfer of knowledge and surrounding environment and all I conspiring towards a high level of learning method.

The greater the likelihood of the transfer will occur and there will be the sharing of knowledge and knowledge sharing that will be help in more and more the learning of the trainees. So, what we have to keep in mind?

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That there is considerable overlap between the learning outcomes over the training methods. So whatever training method is there, every training method is normally having the learning outcomes that is understood, but there should not be mismatch. The first and foremost is that the method which is used and the method which has been expected by the trainee that should be matched.

So in the case if the content delivery is required more rather than the practicing then in that case the more focus will be on the lectures. However, this content delivery can be more and more interactive for the active learning. And if the content delivery is more interactive in active learning then definitely the learning outcomes across the training methods about all the methods and that will be raising to the high-level or the next level at least.

Second, comparing the presentation methods to the hands-on methods. Now this illustrates that most hands-on methods provide better learning environment because they are the first-hand doing and therefore doing is learning, and as a result of which it has been seen that is whenever we talk about the on-the-job training so they are becoming more and more effective as compared to of the job training and they provide a better learning environment also because the person is, I just like to compare any technical skill, a person is learning on the

shop floor and at the simulation so naturally the most effective learning will be at the shop floor right.

But before going to the shop floor we cannot ignore, we cannot underestimate the method of simulation because simulation will give him the guidelines to perform at the shop floor and therefore prerequisites he will gaining all the prerequisites which are required to be used at the shop floor. And this environment and transfer of training then that will be becoming very-very effective.

Now if we are going only through the presentation methods then that will be the lecture method, and if the lecture method is there then the grasping that will not be high as compared to hands-on method or with on-the-job training method. So presentation methods will clear the concept, it will make ready a person to learn the skills but this learning of the skills and this particular presentation that will be only possible that whenever we talk about that is what is to be done during this presentation methods.

The presentation methods are also less effective than the hands-on methods and therefore, in that case if the presentation methods are not very-very effective then in the case the hands-on methods that can supplement, so always the classroom method the classroom teaching that will give a basis, a theory will give the framework, theory will give direction, theory will support but ultimately the real learning will take place on the job itself when the person himself will come across that situation where he has to perform and interact with this particular learning concept.

And therefore, the second and foremost becomes that is whenever we have to select the methods whether they are to be the first hands-on that is on the presentation method so I feel that is, first the presentation method is to be followed by the hands-on training. If the hands-on training is only provided then the person may not be clear in the concept which are developed through the help of the presentation. So it is not that only presentation or only hands-on training that will be more successful, if you want to get more output then training method has to be first presentation followed by the hands-on method.

The next point is, if possible you may want to use several different methods within a single training program for example, whenever we are talking about the 3 days and 5 days and one-week program or more than that then definitely all these different methods for example, in the lecture, the team building the panelists method, and the presentation method by the

participants, video making methods by the participants or by the business games, presentation by the trainers, demonstration by the trainee, lessons of learning by the trainer. L
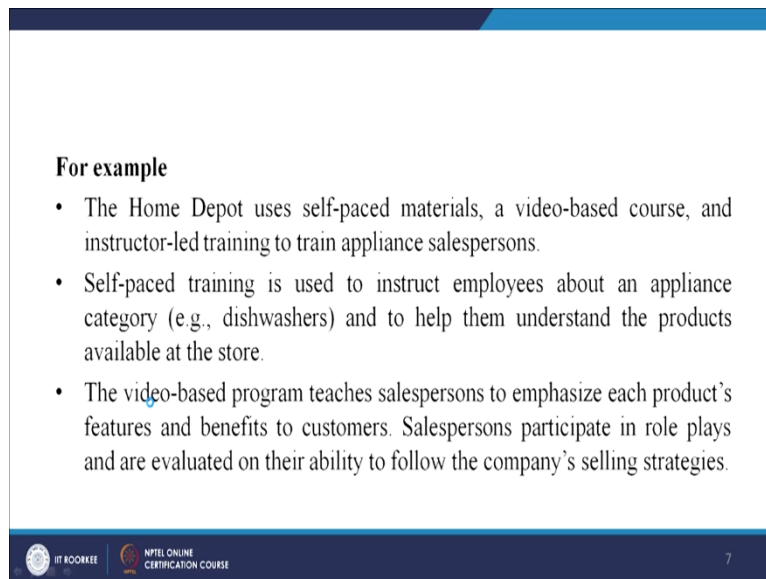
These the sessions can be planned through the business games, the exercises, exercises will give them to challenge more and more the intellectual ability and capability as a result of which this will help them to demonstrate that if this challenge come that how I will take the decision. And especially in the decision-making process it becomes very much helpful that is the exercises giving them the exercises and the case studies also.

The exercises and case studies, they will challenge the intellectual and component of the learner and then he has to find out the solution if there is a problem and that solution has to be weighted whether this is right or this is wrong. And now interesting will be there will be a group of trainees, so everyone will come out with a different solution and here we can evaluate a judge and make a competition that is whose solution is the best solution and why, and that discussion can be made.

And as a result of which here we will find that is whenever the different methods are used, so whether the lecture method is there, audio-video method is there, business games are there, exercises are there, case studies are there, then all these different methods within a single training program can be capitalized and normally therefore experienced trainers do that.

On the different strengths are there, naturally different strength and weaknesses are there but the strengths are the one compensate the weakness of the other of each method, facilitating learning and transfer as a result of which you will find that is the person the trainees they are able to learn and the trainers, they are able to make the appropriate use of the method.

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Now, here I would like to take one example, the Home Depot uses self-paced materials, a video-based courses and the instructor led training to train appliance salespersons. In early module I had discussed that is how a video has been used for the drivers' behavior and drivers' learning and technical issues while driving the vehicle. So here now this is about another example which has used video-based and instructor led training to train appliance sales person. Self-paced training is used to instruct employees about an appliance category that is dishwashers and therefore in that case it will help them to understand the products available at the store.

It is a very good concept, now trainees are to be told that is whatever job they are doing they should not do only the commercial job but they should have the experience with those products. Unless and until they have used that particular product maybe as a simulation, if the company can plan a simulation that is how here example given dishwasher, a salesman has dishwasher, now he can be shown the video that is how this dishwasher is working but that is not enough according to me. What is required is that the salesman of dishwasher, he should be given an opportunity to use the dishwasher and let him understand that while handling the first-hand on experience, while handling this particular dishwasher what problems are there.

Many times they have been trained salesmen are trained with the help of videos only and if it is only videos then they will be able to satisfy the queries of customers up to 70-80 percent, but if you want the 100 percent response then the training for such type of salesmen that is the use of that particular appliance and that will have them how to sell this appliance and

satisfy the queries of the customers. Then also this helps them to understand the products available at the store so this was one example but there can be other products also.

A salesman should not answer like this that he is aware about the X product but he is not aware about the Y product that whatever products are of the company and all those products he should have first hands- on experience, salesmen should have the first hands-on experience there. And the company should not let by providing this type of the training and with the first hands-on and not by only the videos or presentations or demonstrations and that according to me that will not be enough.

The video-based programs teaches salesperson to emphasize each product features because he has worked on that, so he knows that is the what are the commands which are required for this particular product and while commanding that particular operation what type of issues are there. A simple example of washing machine, and then in case of washing machine how this particular washing machine will be working and making the help to do this particular task and therefore that has to be available at the store.
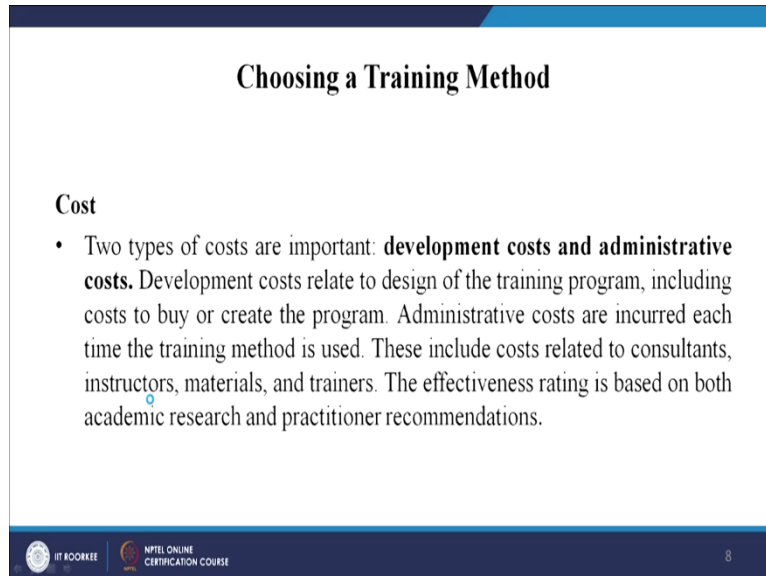
The video-based program teaches salespersons to emphasize each product's features so therefore that particular product that is through the video they will understand that how that is working and benefits to the customers. But as I mentioned earlier that is the first hands-on will be more useful then only for example, the modular kitchen and in the modular kitchen only understanding that designing and the use of the shelf that will not be enough for a salesperson. Salesperson has to understand that is with shelf, how it is working and whether it has magic impact or not that only when he operates himself then he will be able to understand.

Salespersons participate in role plays and are evaluated on their ability to follow the company's selling strategies. Yes, there is another technique and this about the sales, so first part I was talking about that the salesman knowledge about that particular product and hands-on product. Second is now he has the knowledge about the particular products and now he has to sell the product and therefore the training can be given for sales of the product.

But as I mentioned that is these 2 functions and these 2 trainings, they should not be isolated, they are not independent, they are dependent on each other and therefore in that case it becomes very-very important that is a salesman he learns that is how to sell this product because he himself has used. So when the user will ask any question, he will be able to tell

that is if this type of the situation occurs then this is the wise step to take to solve that particular problem and this was the one example.
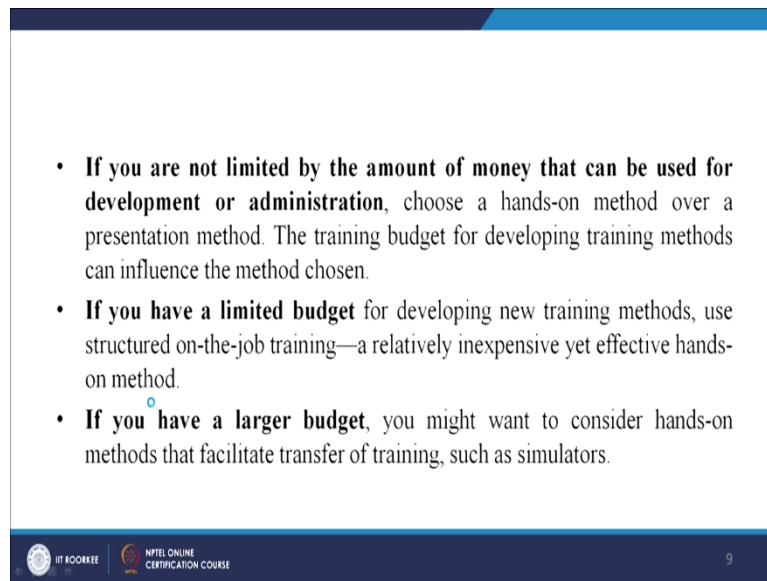
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Now, after this training methods I will talk about the cost. You see we cannot ignore the cost, there are two types of cost are important; development cost and administrative cost are there. So development cost relates to the design of the training program and it is including cost to buy or create the program. Administrative cost are incurred each time the training method is used, these include cost related to consultants, instructors, materials and trainers. The effectiveness rating is based on both academic research and practitioner recommendations. I will be also discussing after all these methods in the last part of this particular course curriculum and that is the cost benefit analysis that time I will be discussing about both the costs; development cost and administrative cost.

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But if you are not limited with the amount of money that can be used for the development or administration, choose hands-on method that I have discussed over presentation method, but if you have limited budget for developing the new training methods, use structured on-the-job training, a relatively inexpensive yet effective hands-on method. If you have a large budget, you might want to consider hands-on method that facilitates transfer of training such as the simulators can be also designed. So this is all about that is the how the training methods are to be, the factors which affects the exercising of the training methods, thank you.