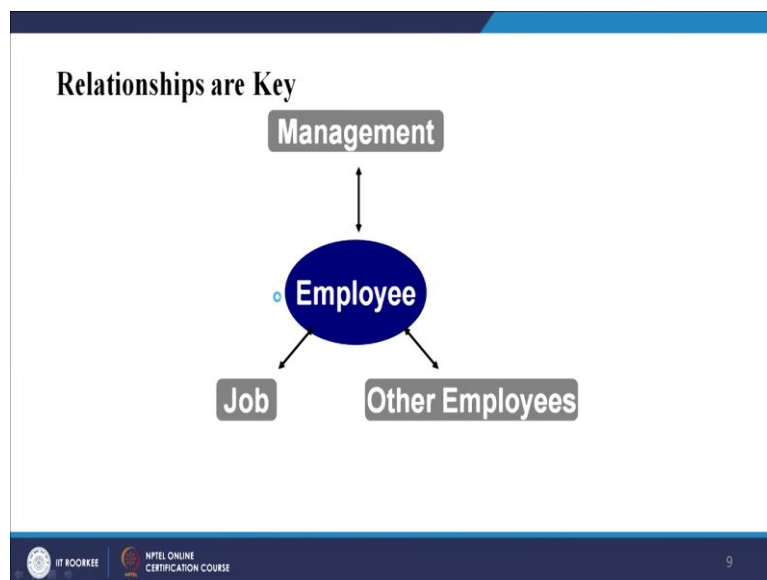


**Training of Trainers**  
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**Lecture 2 - Introduction to Training – II**

So, in first session we have discussed about that is what is the difference between the good workplace and the great workplace and then I mentioned that I will talk today in the second session that is how to create the good, convert the good workplace to the great workplace. Now you see that that is there are the relationship keys between the management, job and with the employees and the other employees are there.

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So, when we talk about the great workplace, what is the great management? As I mentioned about any management which is giving the freedom, flexibility and create a very wide canvas for their performance it is not restricted that is the that you have to do this much only, how you have dared to go to the another place, how you have dared to do these things which you are not supposed to do, then if in whatever has been done is for the betterment of the organization and with the very fine intentions, management is a great management.

Another important aspect of the management is, the great management is managing the resources. When a management is having that dream but not having the finance...if there is no finance but the dream is there and then pursuing that particular dream with the belief that is the yes, the finance will be managed. What I want to say is that management who is visionary, that management who is having the very strong leadership styles, that management

who is having the commitment towards the running the business, who is having a very great picture, global level picture of the business and that is the great management is there.

Great management is that management who is concerned with the employees, who is concerned with the society, who is concerned with the environment, who is concerned with the culture and therefore their practices, their policies, their strategies, all objectives, goals, all are towards the one dimensions and that is the anyhow we have to fulfil that dream and dream of not only of the management, here the management means each and every stakeholder of that organization. When all are synchronising to fulfil that particular dream then we will talk about that is that management is a great place work of the management is there.

Second aspect which I would like to take that is about the job, now it is a million dollar question that is what academic background the participant is having , the employees is having and what type of assignments are to be given to that particular employee? I would like to add one more dimensions here that is what type of the assignment he wants to do, now in the good workplace for which he is appointed and he has given that particular task he is also happy, management is also happy, he is doing well but it is not a great workplace because then his colourful personality that has not been really utilised, he has not challenged himself, so what type of job one can believe I can do this particular job?

22 years back, I was into the industry and Since last 22 years I am into the academics and that time I was allowed by the Raymond Groups to be associated with the academic institutes and then the academy institutes they have realised my potential as a trainer, as a teacher and still I am in connect with all my bosses because they have identified that is what type of the personality individual is having and what type of the training programmes he can conduct, giving those opportunity for conducting those training programs, being an academician to interact with the students, interact with the faculties, interact with the industry's people and therefore the job was not restricted just only for the HR department, job was the open for me for doing the multiple functions.

I understand that many organizations having the vertical silos, those silos are like for example there time office is there or there is labor office is there, IR is there and there is the HR department and there is a potential and performance appraisal section is there, there is L&D, and learning and development is there which is specifically. What I understand is a person who wants to be a trainer and maybe restricted to the HR areas then in that case he should

know all the functions as mentioned by the ASTD model, American Society for Training and Development model that is the all HR functions.

You cannot be successful in HR unless and until you are not aware about what are the recruitment strategies of the organization, what type of the jobs are to be performed in our organization? Number of jobs, hundreds of the jobs, thousands of the job styles are there. What jobs are to be performed, it is not only the purview of the Recruitment and Selection Department in section, it is also to be seen by Learning and Development organization that what type of thorough knowledge is there?

Any section cannot isolate with the IR industrial relations. No, no, it is also has to know that is the what type of the labour laws are there, what type of rules and regulations are there and how the unions are to be handled and how the communication with the other stakeholders of the society and what type of the research is going on in HR? What will be the HR? A trainer should be very much aware that is he after 10 years what will be the HR scenario. Nowadays everybody is talking about the robotics and they are saying artificial intelligence and therefore they are talking about that is the future organizations that is they will have less manpower and more machineries.

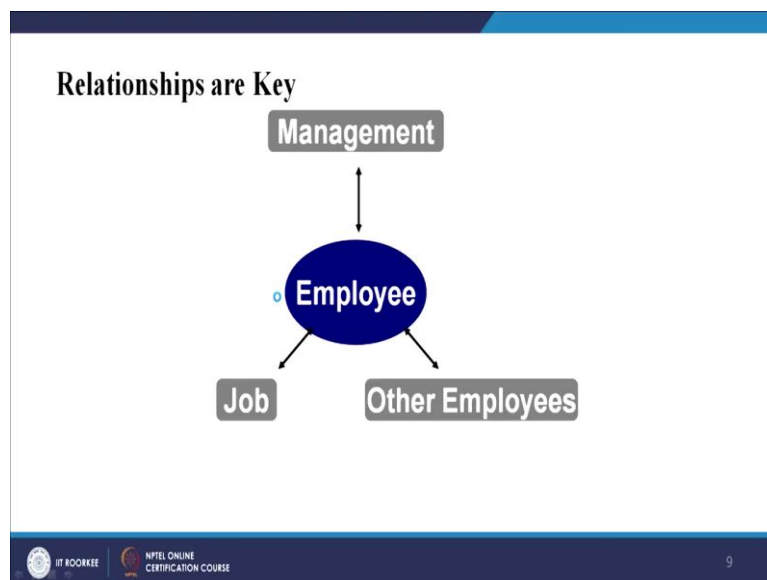
Then what will be the role of HR in that case? What type of training is required? Now you see that is I would like to take the example of SBI, State Bank of India. I remember, when the first-time computers were introduced in State Bank of India and there were a lot of positions was there because it was the false notion that introduction of the technology that will create more opportunities for the technical jobs and less opportunities for the manual jobs and less manpower will be required and this type of confusion was there. But now we see almost after 30 years the SBI and then we find that is they have moved not only in the Internet banking but they have moved into the mobile banking, they have moved from WWW to WWW, World Wide Wireless Web they have worked and the business has expanded.

So, with the change and the use of the technology, the jobs then employee has to see that is the if he is multi skilled, multi-dimensional, so he should not be disappointed that I have taken for this particular job and then why I have been asked to do another job. Many a times young people especially, they find this type of problems that is the no, no, no, I have this finance specialisation why am I asked to work in the marketing, why I am in the marketing, why I am into the HR and like? Therefore, in the beginning they should be consoled, they

should be talked by the trainers, HR departments, learning and development departments and they should talk about what is the job.

So, therefore in that case the job is that is if they are management graduates they can handle number of jobs. They can perform efficiently and effectively in other areas also because their core competency and that is the managerial effectiveness ME is there. So, the relationship of this employee with the job that should not be a fixed, that should be flexible, that should be variable, that should be adaptable and that is the productive. So actually this is Mott's model, Mott's model talks about that is whenever we talk about the jobs and efficiency of a managerial effectiveness then there are 3 factors, that is to be flexible, to be adaptive and to be productive, an employee requires all this.

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And therefore you will find that these employees, the relationship with the management and with the job, with the job it should be positive, it should be cohesive relationship. Every day he should love to do the job, one should love to do the job. One should not avoid the job at the workplace and when we talk about great workplace they create with the help of trainers, trainers are so important, they create that particular style of the job relationship, employee's relationship with the job that is I love my job, he is enthusiastic to do the job, he is very positive and affectionate towards the job, he is not doing the job for bread-and-butter but it is a way of life.

He wants to do a particular job because that particular style of the life he wants to lead and that is why he is in that particular job. It is not by compulsion it is by choice and when this

type of feelings and environment is there then definitely that workplace will be the great workplace will be there.

The third aspect that is very, very important and that is the relationship with the other employees. Like, we know what the personality is, so personality is the way the person reacts and interacts, Stephen P. Robbins' book everybody knows about that in OB. Now, in that particular relationship with the other employees, the person will come across different types of the employees. My one Ph.D. scholar Vaneet Kashyap now he is the assistant professor in IIT, Tirupati, earlier he was in IIM, Sirmaur and now he talks about that is the servant leadership. The relationship when we talk about with the other employees, the first and foremost concept is how do you serve others? The other employees.

Whenever, there are different types of personalities are there and when you have to interact with that personalities, some personalities may like to be supportive, some personalities will like to be autocratic styled, some personalities will be mixing styles, some personalities will be reserved style, so everybody because the personality depends on heredity environment and situation and that is why we find that even twins are having the different personality.

So in that case it becomes very , very important that is the what type of personality he has developed, born and brought up in to the what type of environment. Because when we talk about specially in India then we understand that is there are different social environments are there, different culture is there, different practices are there, we are having the unity in diversity and when such different diversified cultures are there then different practices will be there, not only the practices, different values and beliefs will be there. If different values, beliefs and practices are there then definitely the person will like to follow and expect that other person should also follow the same values and belief. But is it practically possible?

It is not practically possible, so therefore in that case it becomes very important that when we are interacting with the other employees we have the due respect for them, so relationship with the other employees at a great workplace, everybody respect others. In the culture there is no leg pulling, there is no backbiting, there is not cutthroat competition like this that is the no, I have to go ahead and other person has...no, it is a teambuilding, they all are working together. And if this type of relationship is there with the other employees that workplace will be a motivating workplace, a great workplace will be there because with the colleagues, with the superiors, with subordinates good relationship is there. And if there is not a good relationship there will be stress, there will be worries and the performance will be affected.

So, for a great workplace it becomes very, very important that is we are having that particular style which will be developing to have a very supportive management, the job matching with the personalities and the personalities of the other employees is matching with the employee's expectation. Or, if employee finds difficulty in matching that type of the environment, he has been trained by the trainer how he can be well connect with the other employees, how he can develop the job satisfaction because job satisfaction is also having the two dimensions.

One is Job Centricity and Job Involvement, Job Centricity means that is the concentration on the job. You will be surprised to know many employees those who are very much having high job centricity but they may not be having job involvement dear friends. So, they are doing their jobs but there is no involvement, emotional connect is not there.

So therefore the job satisfaction is there because of the job centricity, job concentration. One of my Ph.D. scholars has done this particular research. Dr. Shyam Narayan's work is on this only job satisfaction and therefore in that case you will find that is the, what is the job centricity, job concentration and then what is the job involvement. If both are high then job satisfaction is there and if job satisfaction is there employee Retention will be high, employee turnover will be low.

So, therefore this at great workplace the relationship of the employees with the management, with job, with other employees is highly positive and the role of a trainer is to create great workplace, by imbibing the value systems which the employee will be able to love job, follow the management guidelines and having good relationship with the other employees and this way you will find a great workplace can be created.

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So, I talk about the trust the people you work for with all the employees. You have pride already I have mentioned and already....Early I have mentioned about that is the workplace is the joy, right. Coming, not coming late, not feeling demotivated, not feeling frustrated to come at the workplace rather eager, anxiety and very positive emotions are there, yes I have to go, just like a player who wants to enter into a playground, similarly an employee wants to enter into the organization to enjoy the work with the people they are working with.

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Dimensions of great place to work		
Dimension	How it Plays Out in the Workplace	
Credibility	<ul style="list-style-type: none"> <li>Communications are open and accessible</li> <li>Competence in coordinating human and material resources</li> <li>Integrity in carrying out vision with consistency</li> </ul>	
Respect	<ul style="list-style-type: none"> <li>Support professional development &amp; show appreciation</li> <li>Collaborate with employees in relevant decisions</li> <li>Care for employees as individuals with personal lives</li> </ul>	
Fairness	<ul style="list-style-type: none"> <li>Equity—balanced treatment for all in terms of rewards</li> <li>Impartiality—absence of favoritism in hiring and promotions</li> <li>Justice—lack of discrimination, process for appeals</li> </ul>	
Pride	<ul style="list-style-type: none"> <li>In personal job, individual contributions</li> <li>In work produced by one's team or work group</li> <li>In the organization's products and standing in the community</li> </ul>	
Camaraderie	<ul style="list-style-type: none"> <li>Ability to be oneself</li> <li>Socially friendly and welcoming atmosphere</li> <li>Sense of "family" or "team"</li> </ul>	

Now, here I would like to mention certain dimensions of the great workplace, the first dimension is that is whenever we talk about that is the credibility. What is credibility? In the credibility development and the trust development, how it pays out in the workplace?

Communications are open and accessible. There is no hesitation, there is no barrier, there is open door policy, one can go and talk to his boss 'I am not able to understand this or I am feeling weak in this particular area, how you can help me?'

What type of training I should take? And that is a frequent communication is there between the superior and subordinates and whenever there is a frequent communication between the superior and subordinates and then most of the problems will be resolved because the communication is open. So any problem is there, okay let me talk to my boss, I will just talk to my boss and problem will be solved, I am not having any fear that is what boss will say, 'tum ko itna bhi nahi aata hai', you do not know this much, no nothing is like there and therefore the trust is there and communications are open.

Second, Important aspect is and that is the competence in coordinating human and material resources. What trainer has to do, develop that competency amongst the employees, what type of competency? In coordination, in coordination the most important part is that is the synergy has to be developed. Unless and until you do not develop that synergy there will be no coordination and therefore in that case that synergy amongst the employees, that particular coordination amongst the employees and amongst the human beings that is becoming very, very important.

So if any problem is there, just you can contact and then you can get solved, just you can coordinate, you can help, you can ask for help, you can provide help and that type of environment is there at the great workplace is there. Another, aspect is mentioned about the material resources, material resources that is especially nowadays when we talk about that is the use of technology or technological gadgets. So, therefore if these type of gadgets or resources are there then definitely in that case you will find that is amongst the employees the credibility is very, very high. Third and very important aspect and credibility that is integrity in carrying out vision with consistency, wonderful point is there.

Now you see that is the, as I mentioned dream jobs, dream organisation, dream workplace that is a great workplace but that particular vision is consistent, unless and until there is no consistency in practising we cannot achieve the goal. And, this consistency means years to get that, maybe decades. If you want to achieve the excellence, if you want to make the best of our use of resources, if you want to do the best we have to integrate our vision with consistency.



For few days, for few years I am having that dream and then some partially the dream has been achieved and then I enjoy, I say relax okay fine done of the work, nothing is done, nothing is done. To do that it becomes very, very important that there is a consistency and that consistency it goes up to the end. If the person is able to maintain that consistency and then he will be able to get that credibility that is what type of the great work is there.

Now the role of the workplace, I have mentioned in the previous slide that is the management, the role of that particular workplace that is this integrity, that consistency definitely it cannot be one-sided. Consistency to perform it cannot be only from the part of the employees but consistency is required, support of that consistency, work environment of that consistency is also required by the industries and now in that case only this can be happen. Now, you see as I mentioned respect and regards, this is very, very fine characteristics of a great workplace, How do you communicate with others?

How do you communicate with the outsiders? How do you communicate with your superiors, subordinates, colleagues? Not in their presence, in their absence, in their absence if you show the, your communication reflects the respect for them, nothing like can be like that. Always they are talking good about what supportive professional development and show appreciation, very nice point is there.

Now, you see that whenever we talk about this particular professionalism, this particular professionalism that is the how do you appreciate? Everybody is having the strengths and plus points, everybody is having weaknesses too that I understand but what is most important is that is the whether do you have that particular professional development that you appreciate the positive points of others, dear friends? It is an art, is an art of appreciation and one can have that art of appreciation only when he is having a very, very positive attitude, he believes that...we have read number of stories of Akbar and Birbal and then we understand that this from those stories that is the appreciation is a miracle mantra.

Whenever we respect... Appreciation is a sort of showing respect in others, so whenever we are having that particular respect, whenever we are having that particular appreciation for others and as I mentioned not only in the presence but in absence to, in the presence also we have to appreciate because unless and until we will not express our appreciation how the person will come to know but it is not only just in the presence of the person but he comes to know that no, my colleague is...role of a colleague or role of a boss that is he talks good about me and then that is the true wording for him.

What trainer has to require..? Trainer has to develop that particular training program which will be best only on appreciation dear friends, to learn how to appreciate. If an organization which creates this type of the culture, environment and training programs and train the mind-set of the people that is you have to appreciate others, you have talk about the positivity of the other people and then maybe you can see the miracles in the superior and subordinates relationship. If superior is appreciating the subordinate's skills, knowledge, his attitude, definitely he will have the high moral.

If the subordinate is talking in absence of the boss that my boss is very good, is very nice and when the boss will come to know, you can understand the miracle impact that is what type of feeling will be there. So therefore in that case that type of respect and appreciation is to be there. Now, second point is collaborate with employees in the relevant decisions, here it is very, very important that is collective wisdom. In a great workplace it is always collective wisdom, it is not what I think is the right that is the right, he is always in contact with other surrounding people that is the employees. That is, I am planning to do this, what is your opinion? Is it good or not? If it is good, why so?

Even if he is saying good ask why? And if he says no it is not good then also take information that what improvement is required to do that. So, therefore in that case collaborate with the employees and in the relevant decisions it becomes very-very important.

I remember number of case studies here, that is whenever we decide the pay, earlier in our time 30 years back it was the fixed pay structure was there but now I find that they talk about the variable pay, variable pay it is a very, very relevant decisions, it is a bouquet, that is the person is not only chose the whatever is given to him, he can articulate, he can design his own pay structure. And if this type of the freedom is given that is this will be the cost, CTC cost to company, now you design, this much will be the fix you can design, this will be the variable it will be designed and mutual discussion with the boss and superior and then they find that yes, the relevant decisions is a collective decision.

It is not going to increase the cost but it will be give a totally a different flavour and in this flavour the employee will decide that is what sort of that particular collective wisdom that they have to consider. Care for employees as individuals with the personal lives, this is very important, I remember and you must have read also Dr. Kalam's book, that leadership style and that they talk about that is how the care for employees is to be taken. A great workplace, if we ask the feedback of many people who have worked with Dr. Kalam and always the one

the reference is always there which talks about how caring he was, it was not only at the workplace that he is providing resources and asking for the performance and this and that, that is also okay but the point is how much personal caring you are taking of that particular employee, right? And it is not artificial, it is by heart.

People are smart enough to judge whether my boss is having...my organization, my great workplace is really caring for me or not, if they are caring they will take corrective actions not the punishment, they will always ask no, no this is going wrong, you do like this, no you do not do like this, otherwise this will happen. And therefore any problem, any help and therefore in that case you will find that is in the respect when we talk about then it becomes very, very important that is how caring are you at your workplace is there.

Dear friends, the caring and appreciations from this particular block if you see, that is the collective wisdom is also professionally okay but what I find is that is the appreciation and caring, these two values when we talk about the respect that will reflect at great workplace. Third is very mechanical point but yes, very important, that is the fairness is there, right. It is a tendency of human being to compare with others. One may be happy but he finds that the other who is having low potential and he is getting more he will be unhappy though he was earlier happy without knowing this.

So equity, a great workplace provides the equity, balanced treatment for all in terms of rewards. It is not like this that somebody is getting more and somebody...it is not on the whims of the boss that is to whom he is sharing the rewards, he is sharing the reward on the basis of the competency, on the basis of merit, on the basis of performance of the employees prior to this what type of performance they have done. It is on the basis of the behaviour, it is on the basis of the attitude, it is on the basis of the value system right and when all are same, the equal rewards are to be there.

So, equity is subjective to certain benchmark in practices, that is true but all are to be evaluated and to be examined. Second is impartiality, this is also for creating a culture of the great workplace a very, very important part is there. Absence of favouritism in hiring and promotions because I love and like somebody and therefore that person is deserving the promotion, that should not be there. It has to be corrected that is the person is getting this because of his merit, because of his competency, because of his concern to the organization. Always in decision-making it is not what is for me, it is what is for the organization and the organization is also equally concerned.

What is for the organization but what is for the employee and when there is a match there is a great workplace. Justice, lack of discrimination process for appeals right, so always there should be scope. IR also, industrial relations because for 6 years I was a labour officer, so therefore I understand that is the process for appeals are always to be available and because this gives an opportunity for the justice and when it is endorsed means justice is correct. Therefore, it becomes very,very important that is at workplace for the fairness has to be there and that fairness will be possible only if there is an environment of justice, that everybody gets justice here, if you are deserving yes then you will get it, there is no doubt.

The seniors when they talk about the juniors in the coffee shops then they will say if you are deserving in this organization nobody will stop you, you will get it and that type of feeling will be there at the great workplace is there. Another important aspect is the pride, pride of working like when we say I am working in this particular institute, I am working in this particular organization and feeling the pride about it and then definitely in that case that becomes very,very important aspects is there.

Like, in personal job individual contributions that are recognised, that is the matter of the pride that is yes I did it, everybody is doing but I did it differently, everybody is doing but I did it in a special way, then definitely in that case that type of the personal jobs individual's contribution and that is having the high recognition at the great workplace is there.

In good workplace there will be the reward and just mentioning the your payslip or it will be notion only that is you have done a good job, that is not enough but here it will be recognised as an individual's contribution. So, identity to an employee, at great workplace what it provides? Identity, it does not stop only by giving the rewards but it gives the identity who are the pillars of this, who are the knowledge workers in this organization, who are the blue eyed employees in this organization, who are the top performers, who are the best employee in this organization and therefore in that case you will find that is the individual's contributions will be there.

In work produced by one's team or work group that will also give the pride. Like, especially in IT industries you find there are different projects are there, even manufacturing is also there, so there are different projects are there. Frequency in IT industry it is more that is there are different projects are there, now if there are different projects then they are very,very important projects, high-profile projects are there and are you a member or team of that particular project and that is becoming very,very important.

That is recognition, that I am working in this project under this leadership and that leader is known in the organization for the great achievements, then definitely in that case we will say that yes that is becoming a matter of pride for an individual, Right? So therefore it is the, what makes a person in the organization....what type of the team or work group he is working and that will become very, very important.

In the pride you will find the organization's products standing in the community, right? Whatever the organization's products and standing is in the community is there that is what the reflection is? Which division you are? What type of impression you are having? That will also give you a particular feeling and that particular sense of achievement. That is, I am achieving this particular type of the community is there.

Then the Camaraderie, now ability to be oneself, right? Now you see everybody wants to be oneself, how he has to be the oneself, he wants to prove his himself like I was mentioning about the identity and to prove that I am able, I am able to do this particular job in the organisation and in the organisation whenever this type of problems are there the first name will be oh, you go and ask X because he has proved his ability to be oneself. That is, whenever there will be the problem, X is able to solve this type of problem is there and then that is a recognition.

Second is socially, friendly and welcoming atmosphere, this becomes very, very important that is how employees they are socially recognised. When you go out in the society with the relatives, with friends and then they say that oh, he is the employee of that organization and they we welcome you and then you can see that appreciation, that respect, that regards, that pride in the eyes of others, that is oh, he is my relative and he is working there in that particular organization, that is a great workplace is there.

So, whenever if the society recognises any organization as a great workplace and those because of those practices and these practices are developed with the help of trainers. So, trainer's role is to create that great workplace with the help of supporting employees to develop those types of practices. Finally, I would like to mention about the sense of family or a team. Already also, earlier also I have mentioned, that is I will give more weightage to sense of family, dear friends. A team is there, team word is I feel personally it is more professional connotation.

But when we talk about the family it is personal is there. So, that involvement, that motivation, that commitment, that affection, that accepting those challenges, attitude, that sharing of the resources, that caring which is to be taken care of, that integrity and that is true for ever consistency. If these type of dimensions are there then definitely in that case the dimensions of the great workplace with this credibility, respect, fairness, pride, the camaraderie, then all these concepts with all these practices and the role of the trainer will be to develop these practices.

And if he becomes successful then he will be able to convert the good workplace into the great workplace to work. So, I think that this is enough that is how these different dimensions that pays out in the workplace and how a trainer can convert a good workplace into the great workplace. Thank you.