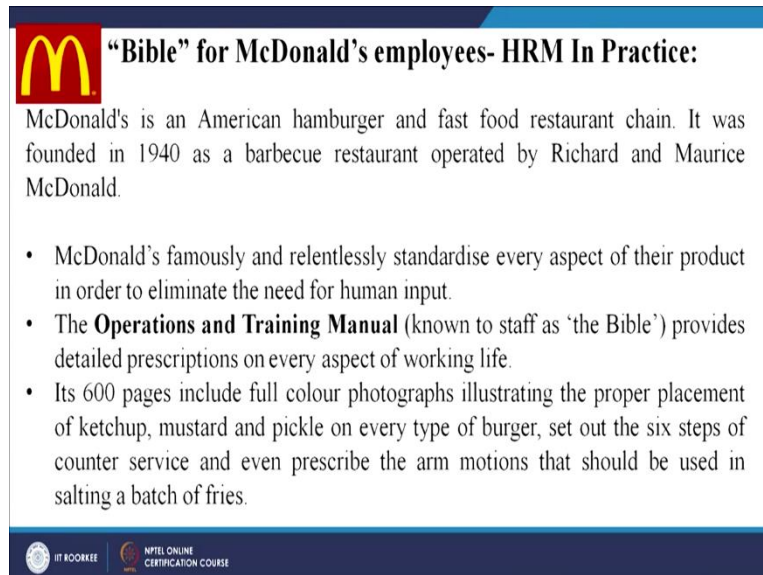



Training of Trainers
Professor Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology Roorkee
Module 05
Lecture 20
Examples of Training

We have discussed the different training methods and techniques theoretically, right. So, I have given the presentation you can say that is what are the different training methods are there, but now what is required is we have to also understand the examples before we actually demonstrate those methods that is how different companies, how they are exercising these types of the training programs.



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 **“Bible” for McDonald’s employees- HRM In Practice:**

McDonald's is an American hamburger and fast food restaurant chain. It was founded in 1940 as a barbecue restaurant operated by Richard and Maurice McDonald.

- McDonald’s famously and relentlessly standardise every aspect of their product in order to eliminate the need for human input.
- The **Operations and Training Manual** (known to staff as ‘the Bible’) provides detailed prescriptions on every aspect of working life.
- Its 600 pages include full colour photographs illustrating the proper placement of ketchup, mustard and pickle on every type of burger, set out the six steps of counter service and even prescribe the arm motions that should be used in salting a batch of fries.

So, first I would like to take an example of the McDonald’s employees that is HRM in practice what they do. So we know that is the how successful is this particular brand is becoming has become already. McDonald’s is an American hamburger and fast food restaurant chain. It was founded in 1940 as a barbecue restaurant operated by Richard and Maurice McDonald.

So McDonald’s famously and relentlessly standardised every aspect of their product in order to eliminate the need for human input. Now, here we have to see the objective and goal of that particular company that is what was the objective, and then when we are talking about that is how you go from the local level to the global level and then making the global level right.

So these types of standardised practices that becomes very-very important because you are not there to control your product. And when you are making these types of the franchises then definitely in that case you have to ensure that is there is proper manual of the standardizing, and you cannot compromise on quality. We have to give the clear indication with the help of this case study that is if you want to ensure the quality product then your standard parameter because you are not present there, this is very interesting that is if you are present there then definitely your brand that will be controlled by yourself, the practices will be monitored by yourself.

But if you are into a business where someone else has to use your brain so then it becomes additional responsibility, you have to ensure that is what will be the benchmarking practices, what will be the operations. Like we are talking about it is not just a business to earn money but it is the question of the brand so those standardisations of operations that has to be provided, guided, assisted and directed by the organization through the other members those who are going to exercise and use your brand.

So this is the very-very famous and important aspect that is relentlessly standardize. Now you see that is if you leave any other aspect then in that case the product outcome that will not be same, so when we talk about every aspect. Now when we talk about every aspect it means that if there are hundreds of dimensions, any dimension that has to be considered and not only considered but you have to fix these standards.

So what question comes in your mind? Every aspect will definitely we will understand through the operations right, but how to decide the standard, what will be the standard, what will be the benchmarking practice, what will be the ideal score of this standard, right and that we will be discussing in this particular case study.. Of their products in order to eliminate the need for human input, now this is also very-very important as I mentioned because it is at the global level, so at the global level you cannot depend on people only that is this will be people based because every human being's capacity to do that will be varying so you cannot leave to them that is if you find it is okay then you go for that, no-no you cannot do that, you have to tell it will be okay only if when the company's standards are met then only it is okay.

Otherwise it is not okay and therefore in that case it becomes very-very important that is what we have to eliminate the human input because as soon as you put the human input it will be subjective, it will vary from individual to individual and you cannot afford that risk. So irrespective of human input the standards are to be met and therefore in that case this

particular aspect that has been considered and given importance by the McDonalds. The operation and training manual what I was talking about, now each and every micro and macro level operations are to be described in the manual. Unless and until each and every operation is not described then in that case there will not be the perfection or the expected output and that is known as Bible.


Bible of McDonald's is that is each and every operation has been mentioned and then the person who is supposed to start this Macdonald in a particular city in India or anywhere else then that manual has to be strictly 100 percent to be followed and therefore that provides detailed prescriptions on every aspect of working life that is the beautiful thing. Creation of a manual which will not create any subjectivity, it is totally based on the objectivity and if it is based on the objectivity then they have to provide detailed prescription for example, how to fold or how to keep a paper napkin that has to be also has to be prescribed in the manual.

How to handover different products, where you have to use touch to the product, where you have to avoid touch to the product and then how it has to be demonstrated that each and every right from handling the raw material to the end product and delivery that manual you ask any question and manual is able to answer that question and that is called the standardisation. So there is no hairline to move here or there so that way the benchmarking practices that is created by the McDonald's. It is 600 pages, this operation and training manual and 600 pages includes full-colour photographs so therefore you will also find it interesting.

Illustrating the proper placement of ketchup that is the where the ketchup pouch has to be kept. How it is to be designed and then across the globe you have to follow this particular practice. And ketchup, mustard and pickle on every type of burger, I am sure that you must be feeling hungry but what is important is that is unless and until the standard is not maintained then there will be no service, to serve in a standardised way set out the 6 steps of the counter service wonderful manual and even prescribe the arm motions.

So you see how particular is the standardisation of manual is there, and the staff is to be trained that is what will be the arm motion that should be used in sorting a batch of fries, wow, so therefore in that case how much methodical that practice is to be exercised and when you make this type of the practices when you prepare this type of manual you provide this type of the training then definitely how you cannot be successful, you will be successful because you followed the very much higher standardised benchmarking practice.

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"Bible" for McDonald's employees- HRM In Practice:

- Kitchen and counter technology reinforce these instructions as lights and buzzers tell workers when to turn burgers or take fries out of the fat, ketchup dispensers provide measured amounts of product in the requisite 'flower' pattern and lights on the till remove the need for serving staff to write out orders as well as prompting them to offer additional items.

IT KOOBEE NPTEL ONLINE CERTIFICATION COURSE 3

Kitchen and counter technology, another aspect which is most of us may not have seen that that is kitchen and counter technology. Reinforce these instructions as lights and buzzers will tell workers when to turn burgers or take fries out of the fat that is very important. That is if you want to make the unique taste, if you want to make the consistency so there will be thousands of French fries but each French fries is having that is equal amount of fire, equal amount of fat and equal amount of crispiness, equal taste that particular framing is done with the buzzers that is buzzers will be there in the kitchen equipment, these instructions as the lights and buzzers tell workers when to turn burgers or take fries out of the fat.

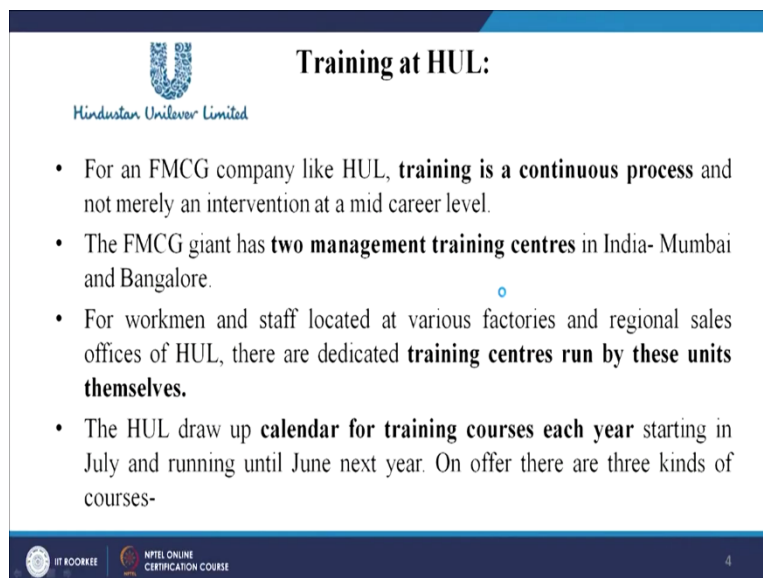
Ketchup dispensers provide measured amount of product in the requisite flower pattern. You see the aesthetic sense, you see the beauty that is whenever this type of the services are provided then this becomes very-very important that is how amount of products in the requisite the flower pattern that is to be trained no, employees have to be trained that is whenever you are making these types of the decoration then that has to be the flower pattern and that has to be followed.

And the lights on the till remove the need for serving staff to write out orders as well as promoting them to offer additional items. We have seen particularly that it becomes very-very typical whenever we talk about that is we want a particular flavour, particular taste, particular choice then the person has to take that order and then he has to inform that is yes type of the only choice is there of the customer and then offering that particular choice, there should not be the change of choice, there should not be more, there should not be less and

therefore in that case that particular type of the training is provided in the operations with the help of operations and service manual is there, training manual is there.

Now, what is important? What is the lesson of learning? The lesson of learning is this that is whenever we are creating any training manual then it should be very-very specific, it should be factionalised properly, it should be understood that is from where the process starts and where the process ends and then in that case it becomes very-very important that is how we are making the use of this quality assurance, how we ensure the quality, how we will ensure the taste across the globe. It is not at their first place but it is across the globe, the taste is maintained and that is too manufactured and prepared at the different places. Producing at different places with the same taste and that is a challenge and to meet that challenge is the beauty of the organization.

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Training at HUL:

Hindustan Unilever Limited

- For an FMCG company like HUL, **training is a continuous process** and not merely an intervention at a mid career level.
- The FMCG giant has **two management training centres** in India- Mumbai and Bangalore.
- For workmen and staff located at various factories and regional sales offices of HUL, there are dedicated **training centres run by these units themselves.**
- The HUL draw up **calendar for training courses each year** starting in July and running until June next year. On offer there are three kinds of courses-

IT KOOBEE NPTEL ONLINE CERTIFICATION COURSE 4

The second example which I would like to take and that is of the HUL, so Hindustan Unilever Ltd now here we will see that is how they provide the training and they ensure their success. For an FMCG company like HUL training is a continuous process and not merely an intervention at a mid-career level. So it is not like this, it is only the selective people they have to give the training but it is that every person at every stage has to go through the training process.

It is not like in some organisations when the person has reached to the midcareer level and now to go to the top-level then he will be given training program of leadership that is not the issue. The issue is that is at every stage and level to make the job more efficient, effective and

to the next level of quality not only of the promotion but next level of quality and that is continuous process is there in case of the HUL.

The FMCG giant has two Management training centres in India that is in Mumbai and Bangalore right. And therefore in that case in Mumbai and Bangalore in India, these two Management centres they are working for providing the training to their stakeholders. For workmen and staff located at various factories and regional sales offices of HUL, there are dedicated training centres run by these units themselves.

Now you see that is as I mentioned it is a continuous process of the organisation and if it is the continuous process of the organization, they are supposed to give this particular type of training to the workmen also and not only to the workmen but to the staff and then definitely at the regional level sales team also so this is becoming very-very important that is to whom you are providing the training.

In earlier model I had mentioned that is you have to see the academic background, the social background, the demographic variables of the trainee and then you have to decide the training method and training techniques, you cannot decide training techniques and methods when there is a huge gap between the demographic variables, so in that case it becomes very-very important. So to whom you are providing the training, what level you are providing the training, what are the task or jobs are there and then you have to also identified that is how this particular training that is connected to the organisation development so you have to connect the individual development with the organisation development.

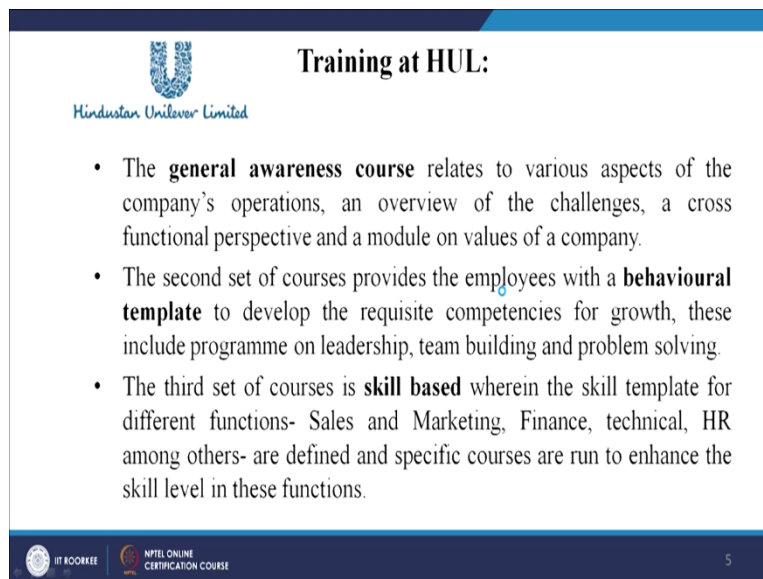
The HUL draws up calendar for training courses each year, most of the organisations or institutes are having this practice, it is very-very old practice that is the professional organisations they always create the calendar for their training programs. And who is going for that particular training that is in the training program that is there. Some organisations still they are getting the approval from the corporate for the training programs, when the approval comes then they announce then they ask for voluntarily participation and then they decide.

But some organisations in or addition to this they also do the potential appraisal, performance appraisal and they identify the training areas, that manpower requires training into these skills, decision-making skills, interpersonal relationship skills, technology learning skills, so these are the different pockets are there where the employees they need training.

And if they need training in the different areas then they have to run the training centre by using these units themselves, so this becomes very important that is whenever there is a calendar is framed so the employees are very clear that when they are supposed to go for the training. In non-profit organisation it is the previous day, the employee will be called and told that tomorrow you have to go for training, he may say sir I do not need that training irrespective of that know you have to go for training.

But when we are designing the calendar, the employees are very clear when they are supposed to go for the training and what type of the training they acquire for, and what type of training is made compulsory for them by the organisation looking to their future planning and succession planning. So starting in July and running until June next year, it is just like an academic year then they are having this type of the training calendar and they work on that. On offer there are 3 kinds of courses are normally there.

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Training at HUL:

Hindustan Unilever Limited

- The **general awareness course** relates to various aspects of the company's operations, an overview of the challenges, a cross functional perspective and a module on values of a company.
- The second set of courses provides the employees with a **behavioural template** to develop the requisite competencies for growth, these include programme on leadership, team building and problem solving.
- The third set of courses is **skill based** wherein the skill template for different functions- Sales and Marketing, Finance, technical, HR among others- are defined and specific courses are run to enhance the skill level in these functions.

IFT ROORKEE NPTEL ONLINE CERTIFICATION COURSE 5

The first is that is the general awareness course that relates to the videos aspects of the company's operations. And therefore in that case as I mentioned in the first slide in the module 13 that is there will be general awareness training program is to be there, organisation knowledge is to be there otherwise employees will be working for long and even they may not be aware who is in the organisation and what is the business of the organisation, how big is the organisation and that association, ownership, the relationship with the organisation that may not be developed, so they have to relate to the various aspects of the company's operations.

An overview of the challenges across functional perspective and a module on values of a company, so therefore value systems of the organisation, the ethic system of the organisation, the orientation programme and time to time the general awareness about the development of the organisation on the various aspects of the companies that will be announced to the employees and then in the calendar of this training program they will be talking about the general awareness course. The second set of courses provides the employees with a behavioural template, so first is awareness about the organisation. Second is the behavioural aspect of the training program to develop the requisite competencies for growth.

This includes programs on leadership, team building and problem-solving, so therefore more and more focus is on that is the interpersonal relationship. The interpersonal relationship through the leadership styles and leadership activities and leadership programs so that will be introduced and then it will asked the participants that is when they will go to the workplace after this particular training then they are supposed to demonstrate those particular type of the leadership and leadership skills and specially the participative and dynamic leadership skills. Second important is that is the how to develop the coordination and synergy among the different employees and that is the team building.


And team building will be developed on the basis of that is how they are able to develop these interpersonal relationship and if they are able to develop the interpersonal relationship then they will be making this particular decision that is yes the persons those who have successfully completed the training program so they can be member of team. So if there is a particular hurdle, barrier problem in the working together then definitely the teambuilding aspect will be there. And the third is the problem-solving.

Now you see that is when the business is working in volatile situation and this situation keeps on changing, if situations keep on changing the problems have to rise and if the problems rise, the trainer should provide the type of training so that they solve the problem. So at the workplace there will be like many problems are expected problems or the common problems, which a person may come across and then at that time what will be the steps which are to be taken to solve the problem and the type of training will be provided by the HUL.

The 3rd set after the general awareness, behavioural training and the 3rd set and that is the skill-based wherein whenever we talk about that is we have to understand what type of the jobs are to be done that the skill requirements, perfection of the skill requirements, the skill template for different functions, sales in marketing, finance, technical, HR among others are

defined and specific courses are run to enhance the skill level in this particular function of the different functional areas and persons those who are working into different areas, marketing Finance technical in nature, they are supposed to develop their competency.

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Training Programmes at Nestlé:

Nestlé is the world's leading food company, with a 135-year history and operations in virtually every country in the world. It is the fact it is a global organization comprised of many nationalities, religions, and ethnic backgrounds all working together in one single unifying corporate culture.

The most important parts of Nestlé's business strategy and culture are the development of human capacity in each country where they operate. Learning is an integral part of Nestlé's culture.

Training Programs at Nestlé

- The willingness to learn is therefore an essential condition to be employed by Nestlé.


UACBEE NPTEL ONLINE CERTIFICATION COURSE 6

The third and last organisation which I would like to take into consideration is the Nestlé, training program at Nestlé. Nestlé is the world's leading food company with over 135 years of history and operations in virtually every country in the world. It is the fact it is a global organisation comprised of many nationalities, religions and ethnic backgrounds all working together in one single unifying corporate culture. I have also visited the Nestlé company, their plants in Switzerland and there I found that is how they have decided, and the interesting thing is in designing the product they take the help of school going kids, they come they taste the chocolate and then they decide which chocolate they like most and on the basis of that the marketing team does the analysis and decides the product.

The most important part of Nestlé's business strategy and culture are the development of human capacity in each country where they operate, so this is the beauty that is whatever business strategy and culture they relate with the country wherever they are operating and that belongingness that cohesiveness about the business region and culture for the development of human capacity considering the local aspects that is giving the strength to the Nestlé. Learning is an integral part of Nestlé's culture, as I mentioned in actual also training is the continuous process, in most of the organisations learning and development is a culture, it is a continuous process.

Their willingness to learn is therefore an essential condition to be employed by Nestlé, so therefore the persons who are not interested to develop themselves they will find a problem in Nestlé, but those employees who are ready to develop themselves, they want to go further and want growth in their career then definitely in that case the Nestlé will be helping them through training.

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Training Programmes at Nestlé:

- First and foremost, training is **done on-the-job**. Guiding and coaching is part of the responsibility of each manager and is crucial to make each one progress in his/her position.
- Formal training programs are generally **purpose-oriented and designed to improve relevant skills and competencies**.
- Therefore, they are proposed in the framework of individual development programs and not as a reward.


ITR KOOKEE NPTEL ONLINE CERTIFICATION COURSE 7

First and foremost training is done on the job, and the guiding and coaching is part of the responsibility of the each manager and is crucial to make each one progress in his or her position, and therefore that leadership is there that is whoever is working under you they should take the growth. If they are not able to take the growth it means that there is something wrong not only with the training, but there is also something wrong with the trainer and organisation should facilitate the trainer and trainee so that everyone grows. So here guiding and coaching a sort of the training program which is the responsibility given to the each manager in case of the Nestlé, and Nestlé provides that type of the training program.

Formal training programs are generally purpose oriented that wherever is the problem, problem identification will be based on performance appraisal or maybe facilitating based on the potential appraisal and designed to improve relevant skills and competencies that is the basic purpose of the training program. The basic purpose of the training program is to provide that set of relevant skills and competencies so that they can develop in a very-very efficient way their jobs and they can deliver in the best way of their jobs. Therefore, they are proposed in the framework of individual development programmes and not as a reward and as a result



of which you will find that if they are working on this particular aspect of the training program.

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Training Programmes at Nestlé:

- **Literacy Training-** As the level of technology in Nestlé factories has steadily risen, the need for training has increased at all levels. Much of this is on-the-job training to develop the specific skills to operate more advanced equipment.
- **Nestlé Apprenticeship Program-** Apprenticeship programs have been an essential part of Nestlé training where the young trainees spent three days a week at work and two at school.




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Then we will talk about the literacy training, Nestlé provides the level of technology Nestlé factories has steadily risen, the need for training has increased at all levels. Much of this is on-the-job training to develop the specific skills to operate more advance equipment. As a result of this you will find that their factory is steadily rising and therefore because they have taken care of the training need at every level, much of this as I mentioned earlier is on-the-job training, and therefore they are becoming more efficient in their operations.

Nestlé apprenticeship program, I have discussed this apprenticeship program earlier in earlier module that is in the training methods. Apprenticeship programs have been an essential part of the Nestlé training where the young trainees, they spent 3 days a week at work and 2 at school and then as a result of which the young trainees they learn that is how they can work and how they can further get their education also, so therefore 3 days they are working at the work and two days at the school.

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Training Programmes at Nestlé:

- **Local Training-** Two-thirds of all Nestlé employees work in factories, most of which organize continuous training to meet their specific needs. In addition, a number of Nestlé operating companies run their own residential training centers. The result is that local training is the largest component of Nestlé's people development activities worldwide and a substantial majority of the company's 2,40,000 employees receive training every year.

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IT KOOBEE NPTEL ONLINE CERTIFICATION COURSE

The local training; two-thirds of all Nestlé employees work in factories and most of which organise continuous training to meet their specific needs. In addition, a number of Nestlé's operating companies run their own residential training centres. The result is that local training is their largest component of Nestlé's people development activities worldwide and an substantial majority of the companies 2, 40,000 employees receive training every year. And you will find that is because they have spread it at the localities as a result of which across the globe the training activities of Nestlé are carried on and substantial majority of the companies they are receiving training every year.

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Training Programmes at Nestlé:

- **International Training-** For over 30 years, the Rive-Reine International Training Centre has brought together managers from around the world to learn from senior Nestlé managers and from each other. Country managers decide who attends which course, although there is central screening for qualifications, and classes are carefully composed to include people with a range of geographic and functional backgrounds. Typically a class contains 15–20 nationalities. The Centre delivers some 70 courses, attended by about 1700 managers each year from over 80 countries.

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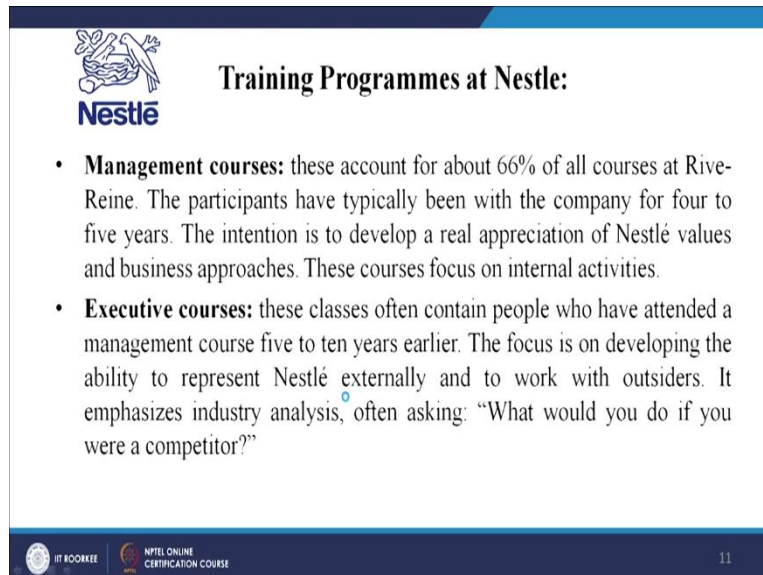
IT KOOBEE NPTEL ONLINE CERTIFICATION COURSE

Finally, we will come to the International training, for over 30 years the Rive-Reine International Training Centre has brought together managers from around the world to learn from senior Nestlé managers and from each other. So this has always been used that is those who are at the senior level, those who are already trained as we have seen in another example that is how the senior drivers they were given the training to the junior drivers who had joined later.

So therefore in that case you will find that is they learn what to learn from senior Nestlé managers and from each other. Country managers decide what and which course, although there is a central screening for the qualification and classes are carefully composed to include people with a range of geographical and fortunate backgrounds, so there can be a proper group assimilation.

Typically, class contains 15 to 20 nationalities coming from different nations, the Centre delivers some 70 courses attended by about 1700 managers each year from over 80 countries and therefore this rate the training that becomes a wonderful bouquet of the people coming from the different nationalities and different courses as identified for their efficiency.

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The slide features the Nestlé logo at the top left. The title 'Training Programmes at Nestle:' is centered at the top. Below the title, there are two bullet points describing the types of courses offered. At the bottom of the slide, there are logos for 'IIT ROORKEE' and 'NPTEL ONLINE CERTIFICATION COURSE', along with the slide number '11'.

Training Programmes at Nestle:

- **Management courses:** these account for about 66% of all courses at Rive-Reine. The participants have typically been with the company for four to five years. The intention is to develop a real appreciation of Nestlé values and business approaches. These courses focus on internal activities.
- **Executive courses:** these classes often contain people who have attended a management course five to ten years earlier. The focus is on developing the ability to represent Nestlé externally and to work with outsiders. It emphasizes industry analysis, often asking: “What would you do if you were a competitor?”

The management courses are there, these account for about 66 percent of all courses at Rive-Reine. The participants have typically been with the company for 4 to 5 years, the intention is to develop a real apprenticeship of Nestlé values and business approaches. These courses focus on internal activities and therefore 66 percent of all courses they go for the management courses.

Executive courses are there, these classes often contain people who have attended a management course 5 to 10 years earlier, and the focus is on developing the ability to represent Nestlé externally and to work with outsiders. It emphasises industry analysis often asking: “What you do if you were a competitor?” And therefore in that case they are becoming more and more creative and interactive so that they come out with a better ideas. So this is all about the training programs which are the methods which have been used by the different companies, these are certain examples. Rest of the training methods and techniques that we will discuss in the next module, thank you.