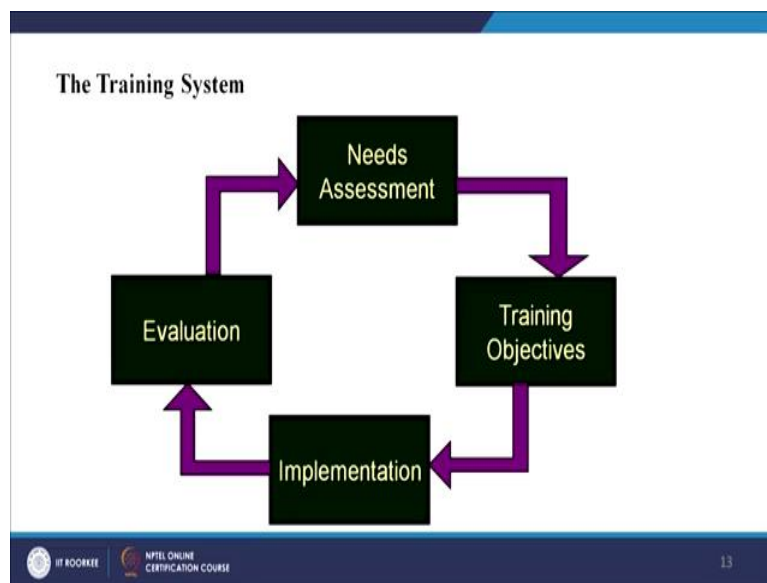


Training of Trainers
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Lecture 03 - Introduction to Training-III

Now, I will discuss with you the Introduction to Training - Part 3. It becomes very, very important that is we technically understand the definition of training, challenges in training, training and education, methods of training needs and rest of the topics but in part 3, first I would like to go with the training system.

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In the training system, the Needs Assessment, that becomes very, very important. Now, how to make the need assessments? You see, it also depends on the life cycle of the organization. If it is at embryonic stage, then the expectancy of the performance of these employees that will be different. Second phase of the life cycle of an organization and that is about the growth. When an organization is a growing organization that time we have to see that is the, what type of the training programs for the competency development that will be required.

The third point, which is very, very interesting that is the maturity. If organization at the maturity level, Do you think any type of training is required? Yes ! Then what type of the HR skills that will make the future of the organization and manpower management, that type of skills is required. And fourth one is that is declining stage. If the organization is declining, then what type of the training needs will be there and training programs are to be announced?

For example, Whenever we are talking about this particular type of the training programs, in this Needs Assessment, if it is at the embryonic stage then at the embryonic stage the contribution to that idea of that entrepreneur or that management, larger enterprises or the medium enterprises or small and micro enterprises if they are at the embryonic stage then that type of the project handling skills that becomes very, very important for particular organization is there.

Whenever we talk about the growth stage then the training identifying needs will be related to the expansion of the business, because as we grow and the growth is there of the products or services then our manpower should be able to fulfill that particular demand in the market. It is very interesting some organizations they go on the path of the growth but because of their incapability or incompetency they are not able to match that demand and the services are spoiled, feedback is bad and as a result organizations are not able to survive or not becoming sustainable.

Why it has happened so? Because organization was not ready. To make the ready the organization at that particular stage of the growth, from embryonic to that growth stage it becomes very important that is the organizations are able to develop those competencies which will be required at the time of the fulfillment of the demands of the stakeholders because now it is a growing organization and reaching to the growth stage. So, definitely the needs will be different. To fulfill those needs the manpower has to be trained and therefore the need assessment at the growth stage that will be totally different.

Third important point is, that is about the maturity stage of the organization that is how organization is able to meet the demands. Demands of what? Now what are the options? Is it to be allowed to organization to get matured or it is required to develop the new products, or it is required to make the run in whatever the stage it is? Now if we decide that the organization has to sustain and grow and the visionary leader, management is able to see that is now, this particular business is going to be towards the maturity, then at the time of the growth stage the training programs are to be provided which will fulfill the future needs and create new products and developments and services.

But, unfortunately it has been seen that is, the many organizations are not proactive. They do not train and develop their employees and what they do? They are making this type of the preparation at the maturity stage but they do not have enough time in their hands because they were not proactive, now they are reactive. But when they are reactive they are not able

to sustain and as a result of which you will find that is the organization is going towards the declining stage.

The vision of the organization that plays a very very important role in need assessment. The key decision-makers, they should be very clear at least for the next five years what phase of the organization of life cycle is going to continue and how they are going to face this particular organization? How they are going to develop the manpower for this particular organization for the next 5 years and that will give the clear picture.

So the objective, the goals, the strategies, the policies, the procedures, the roles and that will give a clear indication to a trainer that is the, what type of the training needs are there? And if this type of training needs are there then they have to design the training program accordingly.

Now, if we go for the Training objectives then we will find that is the Training objectives that which are supposed to be developed on basis of the needs, they are to be very much realistic but because of the social, political, economical, legal and technological aspects this type of the objectives are required to be changed. Is the organization in a position to reframe and continue.. Not to stop.. Is able to reframe and continue their objectives, that has to be taken care of.

Simple example is, that is organization's training objective is to develop the certain number of the manpower in a certain skills in certain projects. But after 2 years they find that is the demand of that project is becoming obsolete. Demand of that particular skill is going to be the obsolete for which they were developing the training. Now what to do? Is that training wasted? Or that training can be made useful for the other integrated objectives? And here reframing of the integrated objectives, that becomes very, very important.

If an organization is smart enough to develop the training objectives and then after these training objectives they are able to develop and implement them in a restructured way that becomes very-very important. Planning is not an obsolete function, planning for the training for next five years is not an obsolete function, that can be designed but we have to design in such a way that if there is a dispelled approach, there is a social, political, economical, legal and technological changes are there, we are able to reframe these standing objectives.

And then we are able to implement them in a proper way, that connectivity that should not be lost. And therefore in that case that is design the training objectives keeping in mind the

vision of the organization, the future line of action of the organization but with the flexibility is to be there. Now comes the very, very important part that is the implementation.

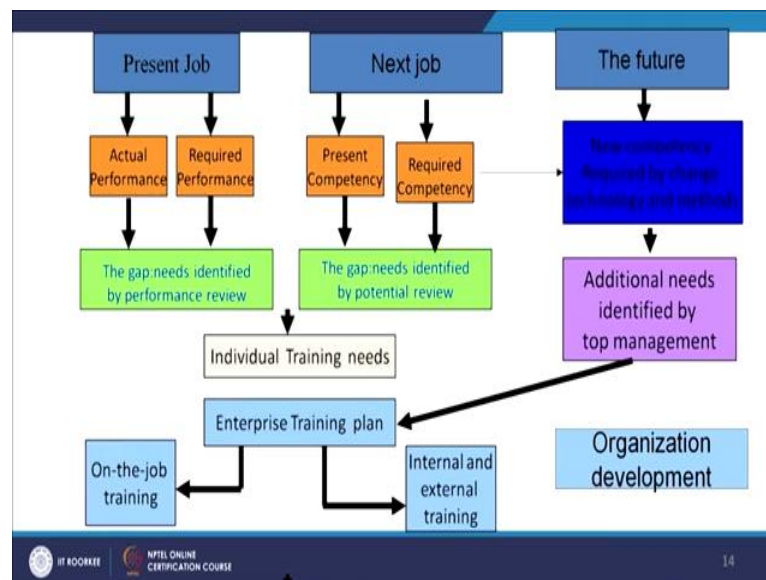
Actually in this particular course, the core heart of this particular course is, and that is, Training Techniques and Tools that is, what are the different training techniques and tools are available, which I will be discussing further in this particular course. That is the, how to implement those objectives and those training programs? If appropriate pedagogy is used, the learning will be very, very strong.

So, therefore in that case if the process of learning has to be adopted, we have to understand how we are going to make the implementation of whatever the training objectives which we have designed. The last stage of the training system is, that is okay we have done that particular training program but is that has been the effective or not? And it is the evaluation of the training program which is very, very critical.

However nowadays there are certain training software's are available, there are certain methods are there, certain exercises are there which will determine whether the training was, the evaluation was, is proper or not? Recently we will find the training programs which are more towards the soft skills, then evaluation of those particular training programs that becomes very, very difficult.

If it is based on any quantitative basis then definitely we can make the evaluation more objectively. But when it becomes the evaluation of training program based on the soft skills or based on the subjectivity then definitely it becomes a big challenge that how to go for this type of the training programs. Now, I would like to take an example. Example of that is how the training system works and how to identify the training needs.

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First is, what is the Present job? What is the Next job which the person is going to adopt in a natural process? And what is the future? Because if everything goes smooth then naturally it is expected that the person has to be trained for the next job. He should be able to perform his next job just like a promotion means. We talk about the promotion that will be his next job but it is not always necessary it will be promotion.

If it is a job rotation and then he has to go into the another job then also he is supposed to be trained, so that is why the word has been used in the next job and not used the word that is for the higher position. Now in the present job what is important is what is his actual performance and what is the required performance is there? Many times on the basis of the CV, on the basis of the interview the candidate is selected for the present job.

But when actually he starts delivering that particular present job, then he may find difficulty because he may not have handled those jobs earlier. The present job is also new for him or present job is he has handled earlier but in different culture. Present job he has handled in the different environment. Present job he has handled with the different resources and therefore in that case , the when there is a question of the performance of the present job, actual performance and the required performance there may be the difference.

And if there is a difference, you have to identify the gap. Somebody is very good to do in the manual jobs, somebody is very good to do the technological jobs, somebody is very good into coordinating these jobs, somebody is very good doing the job as an individual. Somebody is

very good to do the job in a team and therefore in that case that gap has to be identified where he is lacking.

And if the needs are identified, how needs are to be identified? by performance review. He is supervisor, in many organizations nowadays it is quarterly, at the end of the year that concept has gone, so the preferable is that is the quarterly. After every 3 months, there is a discussion between the superior and the subordinate and they talk about whether the present job has been done efficiently or not, present job has been performed as per the expectation or not.

If it is not performed as per the expectations, why not? The gap, what was his need? Sometimes, it is just need of the resources, sometimes it requires individual skills also that he is not able but nothing wrong in that, everybody is not perfect but we have to try to make him perfect and therefore in that case those whatever the needs are identified that has to be identified as a individual training needs.

Here we are talking about individuals. Sometimes, now come to the Next job, the person is capable for the present competency and then he requires the, there is a required competency. So , from the level I to level II are from the X job to the Y job, he is competent enough, that is why he has been transferred there. So sometimes it is a promotion, sometimes it is a transfer and if the transfer is there then present competency is there.

And if the present competency is there then he is required to develop for the required competency. He has to be developed for the required competency. For the required competency again what is his present competency and what will be the future job and what will be the next job or the required competency and that gap has to be identified by the potential review?

Now, here you will find there are two points there, one is in the present job that is the performance review and the next job you will find that is the potential review. What he is capable of? Whenever we talk about the potential that is what capability does he have? If the person is having the ability to do, his potential will be high.

So, therefore that particular potential, that review has to be very thoroughly and systematically is to be done by the organization. An organization if is capable to identify the potential employees, employees with the jobs which they can do in future, that potential they have, they are the assets. They are the assets for the organization. An organization should not lose those assets.

And therefore in that case this particular gap which they have identified, right? And identifying the potential. How to identify the potential? The potential or ability can be identified by giving him chance to perform. Nothing on the documents, but it is in field, at actuals that whether the person is capable of doing that particular job or not. And in that case it comes his ability to do, his competency to do, his knowledge level to do, his skills developed to do, right?

If he is able to do that then definitely we will have his potential and that will be a treasure that is yes, this employee can do this particular type of the knowledge and skills. Whether it is a performance appraisal or it is a potential appraisal the individual training needs are identified. Now, we will like to take the Future jobs. As I mentioned that is, the time is coming of the AI, artificial intelligence.

If this type of environment is coming then the new competency required by changed technology and methods. So, therefore in that case the trainer, the trainer is required to be a good change agent. Not only to learn but he should be also able to make an employee to unlearn because of the past habits one may not be able to perform in a better way for the future jobs. Simple example is keeping away from the use of computers.

A very simple example, if a person keeps himself away from the use of the computers he will not be able to perform the future jobs. Whether it is analytical jobs, it is a consultant's job or simply it is a simple managerial job, for all this purpose the best use of the computers that he has to learn and he has to understand, he has to develop and not only that how he is able to run the computers but how to make the best use of that particular knowledge in the screening of the data, information, knowledge, wisdom.

So, therefore in that case the changed technology and methods they are required to be understood by the employee. Nowadays, the research input is becoming very, very important. So, therefore, if new competency has to be developed then there has to be a requirement of the new technology and methods are to be developed and which can be with the help of only the facilitators or the trainers those on the job training only, it cannot be the off-the-job training, on-the-job training will be more supportive as compared to off-the-job training is then. However, the certain support 20 percent, 25 percent support of off-the-job training can be provided, it depends on the type of the training, type of the job which employee is required to perform.

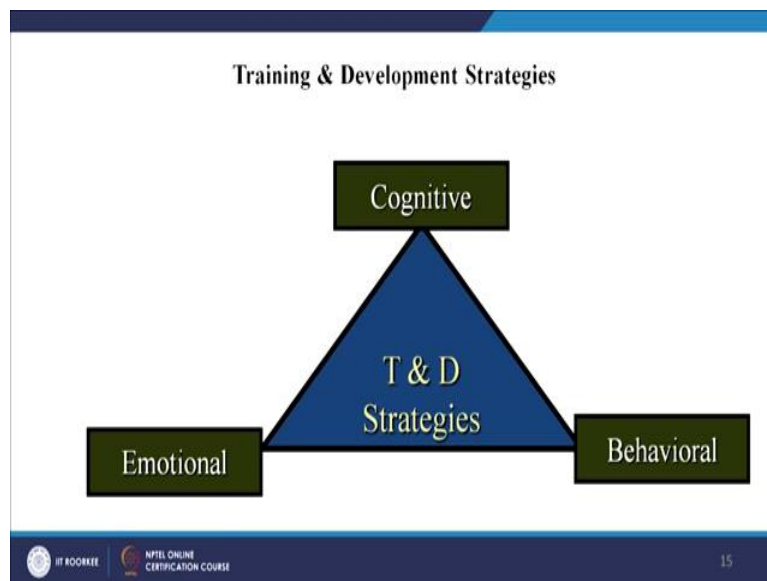
Now, these additional needs that will be identified by the top management because the top management knows about the future jobs. Nobody knows about the Future jobs. The future jobs means that is organization's future planning. What type of the planning organization is going to do that has to be seen. If that is required then definitely they should be able to go, further identify that particular type of the top management's planning.

The vision of the top management, goals of the top management, what type of the diversification of the business maybe there. If there is a diversification of the business then that is also to be understood what top management is planning and that has to be shared. The vision has to be shared. Many organizations are not able to compete because their top management does not share the vision.

They are not very sure, one day sudden announcement will be there but for that particular job the time was not given to prepare then there will be the turbulence. So therefore in that case these particular additional needs identified by the top management, this particular job that has to be required, that has to be identified and these, the Present job, the Next job, the Future jobs from the performance appraisal, from the potential appraisal, from identifying their needs of the top management and that will give you the Enterprise Training Plan.

The training plan will cover on-the-job training, it will cover internal and external training and all this exercise is done for the development of the organization or organization development is there. So therefore, the change management that becomes very, very important. How we develop that particular type of the training programs, additional needs and the enterprise training plan, on-the-job training, internal and external training and organization development, that we have to see that is how we can develop.

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Now , whenever we develop the training and development strategies, there are three types of the training and development strategies: Cognitive, Behavioral and Emotional. What are these training of the cognitive, what is behavioral and what is emotional?

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Component	Possible Training
Cognitive	<ul style="list-style-type: none">• Culture-specific training (traditions, history, culture customs, etc.)• Language course
Emotional	<ul style="list-style-type: none">• Uneasiness: social skills training focusing on new/unclear and intercultural situations• Prejudices: coaching may be clarifying• Sensitivity: communication skills course (active listening, verbal/nonverbal cues, empathy)
Behavioral	<ul style="list-style-type: none">• Culture Assimilator

Now you see the cognitive means possible training will be culture specific training, that is the traditions, history, culture and customs of that particular organization. I would like to take the example of the very old industry that is of the textile industry. So the culture of the textile industry is totally different than the automobile industry. The way the functions, the way the

dependency of the inter-department is there, the way the manpower is available, the way the operations are there, naturally they have to be different.

If they are different then definitely in that case their history will be different. For example, when we talk about the Messer's Binny & Co. Ltd in the that Messer's Binny and Co. Ltd the way of working, the Hukumchand mill textile industry the way of working, the Mafatlal Group way of working, then definitely these are the traditional organizations which we were having the different type of the working system.

And work culture will be more manual, work culture will be more dependency on each other, work culture will be making the use of the old technology and if this is a system then definitely that has to be having the different language course. The code of the language that is required to be different, if that language course is different one has to learn, one has to understand.

So whenever we are talking about saying the Jaatu employee, Jaatu employee means the permanent employee, Baatlivala employee that is a temporary employee, right? So, therefore in that case that particular language course that has to be learned and the person who is working in that environment, that culture he has to understand, the local language. Second is very, very important and that is emotional.

Emotional is uneasiness. How the uneasiness is there? Now uneasiness can be because of the social skills training focusing on new and unclear and intercultural situations are there. It is very important, when a person works from the one organization to the another organization the social environment keeps on changing. And if the social environment keeps on changing, it is emotionally affected.

If we talk about the Daniel Goleman, then Daniel Goleman talks about that is the how that Self-Awareness, Self-Regulations, Empathy, Motivation and Social skills, these are the 5 factors which are developing the emotional intelligence. If we want to develop that emotional intelligence and when there is a social skill is the parameter, then we have to give that social environment.

How that social environment can be given? A feeling of that society, a simple example is of the food. If the food is there of their social environment, the person feels that yes, he is a part of that society. So many a times in the organizations you will find that is, they are having different types of food systems and then the persons those who are coming from the different

background, they adopt that particular food and they feel homely and therefore that emotional support is given by the organizations are there.

Next one is the prejudices, that is the many people are coming with the biases, prejudice and then they say, that is okay it has happened into the last organization and same thing may happen into this organization also. And therefore many unlearned practices also are to be taught. Training programs are required to unlearn, it is not only, training is not only for the learning but training is also for the unlearning.

What is unlearning? Unlearning bad practices, Unlearn the incompetency, unlearn the unpunctuality and we have to unlearn the culture which is adopted or acceptable basically in that particular organization. Now many organizations are not worried about that is what type of the dress you are coming with. But many organizations are concerned that what type of dress you are coming with.

Now, therefore that freedom of (dress) dressing, right? That can be also a part of the emotional part and therefore in that case this type of the prejudices are that, that has to be avoided. And, that can become to the, that is the coaching may be clarifying. What type of training technique is to be used? The training technique is to be used that is the coaching, if the coaching training technique is used then definitely in that case the person will be able to remove his prejudices, to remove his biasness and then he will be part of that particular organization or the family is there.

Third aspect in the emotional is that is the sensitivity. People are very, very sensitive, some are sensitive in the way they talk, they respect each other. I have mentioned in my introduction part one, that is the respect and that respect part comes under the communications skill course, how do you communicate? How do you respond? How do you react?

And then if you are able to make a proper communication, that is you are able to listen others, active listening is there. Then there are the body languages, verbal and non-verbal cues are there which talks about that is the really you feel concerned for that employee or not or you are ignoring that employee or you are not giving the due importance to that employee. If this type of the practices are there, that will make the emotional disturbances.

So, emotional support is to be there, then this type of the training program is to be provided that will make to understand the verbal and non-verbal cues are there. The third part which is

in the emotional component is there and that is about the empathy. Daniel Goleman has mentioned the five dimensions as I have mentioned and one of them is that is the empathy is there.

How much you are concerned with others? Are you concerned with others? Are you having that type of the relationship with others, that is they feel yes he is having the soft corner for me. He understands me, he will listen me, he will take care of me and therefore in that case at workplace if there is somebody maybe the boss or maybe the concerned person who you will be talking about, this particular concern for the employees that sensitivity show, reflection of the sensitivity show, reflection of whatever verbal and non-verbal cues are there, reflection of that whatever type of the understanding is there, if it is there then definitely in that case the organization, that emotional component that will be taken care of.

Can we develop this above training? Yes, we can give the situations and then ask them that is in a given situation what type of the empathy or reflection is to be there?

The last part and that is the behavioral part and that is the Culture Assimilator. So , nowadays it is becoming very common that is the outbound trainings are there and then there are picnics are there, there are the cultural functions are there, festivals are there, making everybody to celebrate at the workplace and then they making the joy at workplace, making the understanding at the workplace.

Now many organizations are starting about with other dances in the organization at workplace itself, already there are many gyms are there, there are food courts are there, they are having the social gatherings are there, more and more space, right? Especially, for the service industries.

And then you will find that is they are more open and they are more flexible, they are more cohesive, they are more social, they are more eventful, Right? So that they develop this particular type of this culture assimilator is there. So, cross-cultural functions are there, cross-cultural interactions are there and the people understand each other's culture is there.

So whenever we talk about possible training, the cognitive, emotional and behavioral, we find that culture specific training, language understanding, removing the uneasiness at the workplace, making more and more social skills training focus on the new, unclear and intercultural situations, avoiding the prejudices, clearing the biases and making them, then the coaching that has to be clarifying them themselves, then the sensitivity training is there,

communication skills course are there, active listening, verbal and non-verbal cues are there, concern for others through empathy is there and finally the culture assimilated is there.

If this type of the possible trainings are provided then definitely that organization will be more of a great workplace, more adaptive, more flexible and a place to love work with that particular organization. So here I conclude the Introduction to the Training Part 3, thank you.