

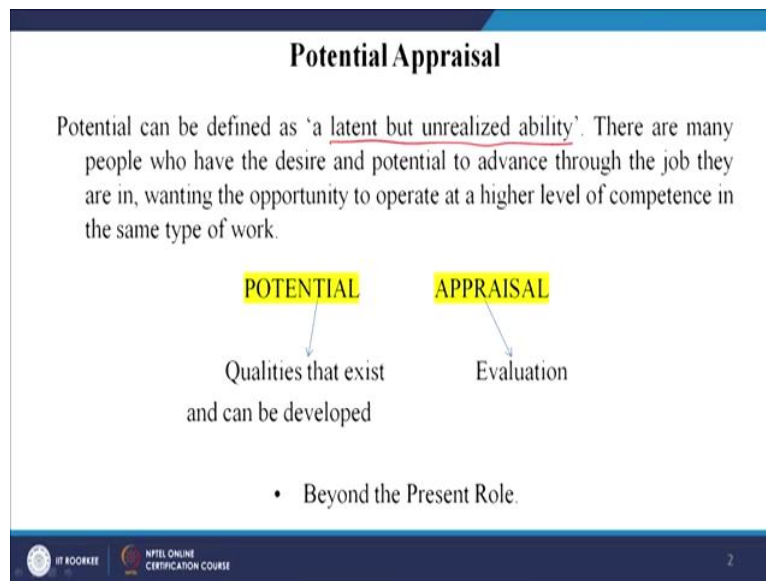
Training of Trainers.
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Lecture-08.
Methods of Training Needs Assessment-III.

We have understood the training need assessment first, then we have taken that help of the job evaluation process as the method of training need assessment, then we have talked about the performance appraisal of the training need assessment. And now we will talk about the potential appraisal is training need assessment. So, in this module of the training need assessment in general, then job evaluation process for the training need assessment and then job performance appraisal as a training need assessment and this is the last module for identifying the training need assessment with the help of the potential appraisal.

If you refer my module 1, you will find the one worker said that is “you have used my hands but we have not used my brain.” It means that that is the, what potential an employee has. Here, I would also like to mention a very-very important training programme, that is about the mentoring or you can say that is about the superior with whom the one employee is working. If the superior is capable enough and kind enough to focus more and more on his subordinate, then definitely that superior can develop his subordinate by understanding not only his performance but by his potential.

A human brain can create miracles, he can perform much higher times than whatever he is performing today. But for that purpose a mentor is required, a support is required, an appraisal is required and then guidance is required and this all, actually this is the mentoring process we can say but for mentor should spare some time to make the potential appraisal for his subordinates. So, what is the potential appraisal?

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Potential can be defined as 'a latent which is now known', right, but unrealised ability. Many times we see that persons, they are capable of doing the very great jobs, they can work hard, and they can contribute more whatever they are contributing. But their method of working, the style of functioning, their approach to the problem, that is to be trained. And therefore, that is not actually exposed, that is not explored, so to expose and explore that, who is the superior, who is the mentor, then he has to take care.

That is a soft personal touch is required, so that the person can take care of that particular realisation and make that whatever has been unrealised, convert it into the reality, that is realised ability can be there. There are many people who have the desire, okay, this is also very-very important point. Those who are having the desire to grow, desire to convert the job into career, those who want to develop themselves, those who want to achieve the new heights in their career and then for that purpose and then they have the potential but they are not aware, unrealised.

So, therefore to advance through the job they are in, whatever job they are run, they want to do the best in their jobs, right. But then somebody has to be there. So, wanting the opportunity, right to operate at a higher level of competence and at higher level of competence can be done with the help of providing the environment to them. What sort of environment? The environment which will enhance, which will identify their latent talent, they will identify, that is what this person can do, a simple example of entrepreneurship also we can see.

That is the, they may not go for the self job but they can go for the entrepreneurship. So, therefore nowadays it has been observed by the industries, that is who are having the entrepreneurship skills. But to identify the entrepreneurship skills, again a systematic training program is required and which will be the problem-solving approach. Those who are creative, those who are risk-taking, those who are able to see out-of-the-box, right, they will be able to be successful entrepreneurs.

To get that particular exposure, a higher level of competence, right, in the same type of work, this is also important. This is not necessarily that you have to do a very-very specific job, you are supposed to do the very unconventional job, no, in the conventional job also, in doing the same job also, in the same type of the work also, you can reach the higher level of competence. For this purpose what this potential appraisal is divided into 2 parts. One is potential, other is appraisal. When we talk about the potential, qualities that exist and can be developed.

So, that is whatever, the potential means the ability to do, that quality is there already existing. But nobody has explored that. And then if those qualities are developed, the person can reach to the new heights. For this purpose what is required, one has to make the appraisal. My submission is this that is the organisation should more focus on the potential appraisal as compared to the performance appraisal. Performance appraisal is formal appraisal but the potential appraisal is most of the times is the informal appraisal and therefore challenges, throwing the challenges.

And then see how a person can handle those particular challenges. If the person is able to handle those challenges very efficiently, you can drive that particular potential, yes this is the person who is having that latent talent and that can be developed. And always this potential is beyond the present role. This is also important point.

That is whenever we are making evaluation of qualities of a particular person, the existence can be developed and that is to be there. Most important point here is the communication. Communication, other than the present role. So, beyond the present role if there is a communication, then definitely the person will be able to understand that what sort of the potential an individual has.

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Analyse a Case on Potential Appraisal:

Vybhav has formalised a system for employee potential survey that is carried out once in every two year. The entire exercise is contracted to Hann Associates (HA), a premier HR consulting firm. HA supports the survey with technology as well as analysis of the findings and provides detailed reports generated for each manager at Vybhav.

Every alternative year during the last two weeks of January, employees receive e-mail alerts to log into survey tool called "Voices" to complete a 55 question on-line form, that's collects feedback on every facet of the employee's potential, the way the organisation conducts business and on the organisation itself.

All questions are rated on a 7 point scale and then clustered as favourable, neutral and unfavourable. The survey ends on 31st Jan. HA then analyses the data to provide detailed Voices scores on two key measures:

1. Leadership Excellence Potential (LEP)
2. Organisation Excellence Potential (OEP)

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So, we will like to take a particular example. Vybhav has formalised a system for employee potential survey that is carried out once in every 2 years. The entire exercise is contracted to Hann Associates HA, a premier HR consulting firm. HA supports the survey with technology as well as analysis of the findings and provides detailed reports generated for the each manager at Vybhav.

So, what is that, there is the formal formalised system for the potential employee survey? Right, so what employee's potential is there, that survey is to be done by the organisation? Appraisal is compulsory, it is a formal but how many organisations are doing the potential appraisal survey? The trainers can use this particular concept for providing the training. Trainers can use this particular concept to identify the potential survey in a particular organisation. Because the organisation, overall organisation, the group potential, organisational potential, individual potential.

The organisational potential will come out only with the help of the individual potential. If individual is able to handle that particular potential, explore, perform, naturally it will affect the overall group performance. And if the group performance is better, then definitely it will enhance the organisational performance. So, that has to be done. So this particular company has done these potential survey and with make a support that the technology as well as analysis of the finding, this is a contribution of the trainers, those who have used this particular potential survey.

And they have made the use of the technology analysis of the findings and provide detailed reports generated for each manager at Vybhav. So therefore, this particular company, what they have done is that they have created a potential appraisal survey, they have identified, that is what the individuals, what type of potentials do they have and how they have developed? Every alternative year during the last 2 weeks of January and employees receive an email alerts to login to survey tool called voices to complete a 55 question on online form.

This was the method was used, that there were 55 questions and every employees in the beginning of the year in the last 2 weeks of January, they were supposed to fill these particular responses, that collects feedback on every facet of the employee's potential. Right, so every trainer can design their own questionnaire, their own survey methods and then ask organisation, that is okay you can go through, ask your employees to go through this particular survey method, maybe group of employees, maybe a particular department, maybe a number of employees and then that particular responses of the employees, that will give facets of the employee's potential.

The way the organisation conducts business and all the organisation itself. So, therefore in which the organisation, whatever they conduct this particular business and then the organisation itself, they can get this particular information. So, it is suggested that is the every organisation should go for the potential survey, in addition to performance appraisal survey and it should be totally different. And trainer should be given an opportunity. So, in-house trainers, trainers are from the outside, those who are expert, they can be invited they should be given an opportunity that design a questionnaire to identify the potential and respond on that.

All questions are rated on a 7 point scale. Nowadays in the Likert scale, all of us must be aware that is not the five-point responses are appreciated, now 7 point responses on the Likert scale, they are very much appreciated because there is a wider canvas. And if the wider canvas is there, then the person can express himself in a better way. Then cluster is favourable, neutral and unfavourable. So, these 7 points were distributed in the favourable, highly favourable, like this neutral, unfavourable and highly unfavourable, moderately unfavourable, moderately favourable, like this 7 points were there.

The survey ends on 31st January and HA then analyses the data to provide detailed voices course on 2 key pay measures. One is leadership excellence potential, LEP, that is say whether the person is having leadership excellence or not. 2nd is organisation excellence

potential, that is the OEP, that is whatever can be the organisational excellence potential is there. So, they make the individual leadership qualities potential and they also make the organisation excellence potential is made.

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Analyse a Case on Potential Appraisal: (cntd.)

The reports are generated in the first week of April. The LEP is an important metric that directly maps to manager and skip-level manager's leadership capabilities. The OEP is a metric that reports organisation culture value items with reference to business goals. It is a measure of the employee's perception of the organisation's capabilities to meet its business objectives.

Any voices scores of less than 75% are identified as action areas for improvement. Each people manager worked with the HR partner to identify 5 top scores and bottom 5 scores to focus for the next 22 months before the next Voices survey.

They work with the HR partners designated to the team to build focused action plan and work closely with the team members in action planning and implementation, to bring about an improvement in the low score areas/to retain high scores in the strength areas.

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The reports are generated in the first week of April and because that will require a number of employees, the analysis is to be done, analysis and then there will be the comments on that particular analysis and then that finally the reports will be made. So, in the first 2 months I taken, February and March and then in the first week of April, that report was ready. The LEP that is the leadership is an important metric that directly maps to the manager and skip level managers leadership capabilities.

So, on the basis of these reports, that whatever the maps to the manager and skip level managers leadership capabilities are developed and these leadership capabilities, they are developed on the basis of this particular report and it has been told that these leaders are having this type of potential, these leaders are having this type of potential, this leader is having this type of particular potential. And on basis of that metric is developed and that is the managers leadership capabilities are there.

The organisational, organisation is a metric that reports organisation culture, the potential, exploring the potential of organisation, what is that, that is reporting in the organisation culture, value item with reference to business goals, that what are the different business goals are there. It is a measure of the employee's perception of the organisation's capabilities to meet its business objectives. And therefore in that case, that is the employee perception,

whatever is there, about the organisation and what is organisation's capabilities can be developed to meet the business objective that is communicated.

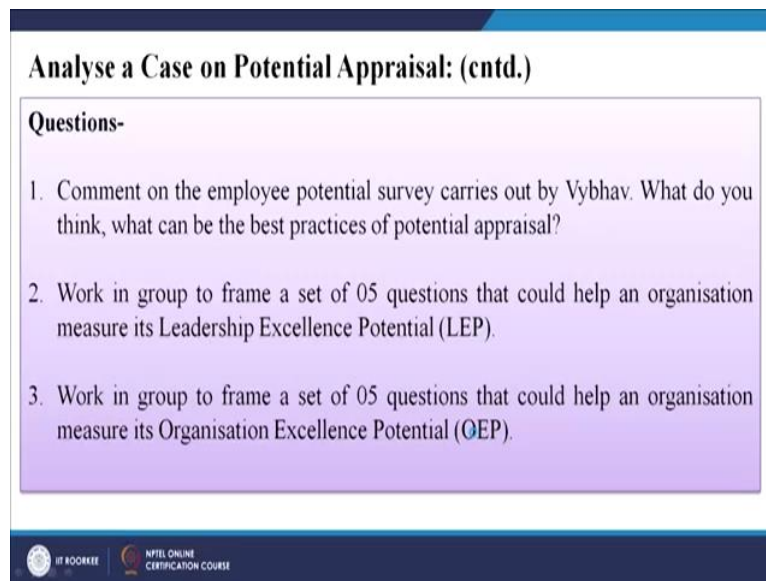
A wonderful exercise is done, that is the first is to identify the leadership capabilities, leadership potential of the employees, second is that overall organisation objectives and organisation perception, employee's perception of the organisation's capabilities that is communicated. Any voices score of less than 75 percent are identified as action areas for improvement. Wherever the score is less than 75 percent, it means that this is the area where the training program is to be conducted.

Each people manager works with the HR partner to identify 5 top scores and bottom 5 scores to focus for the next 22 months. So, therefore to whom the training is to be provided this year, so the top 5 scores and the bottom 5 scores, they require immediate attention. So, therefore in that case this focus for the next 22 months before the next voices survey is there.

So, again that is from these particular survey, it will be nearly about 2 years, 22 months will be there, they will identify, they will work on that, they will provide the training and then I make the survey after 22 months and identify whether the goal has been achieved or not. The potentials has been explored and that opportunities are given to them to exercise their potential or not. They work with the HR partners designed to the team to build focus action plan and work closely with their team members in action planning.

So, therefore in that case that whatever the action plan and work closely with the team members are required, and that particular action plan, that has to be designed. Now this action plan will vary from organisation to organisation but this type of exercise trainers can use and they can propose the potential survey of the organisation. An improvement in the low score areas to retain high scores in the strength areas. Now, on the basis of this, because a low score areas there, there are the high school areas also there. On the basis of high school areas, the organisations can strengthen their business.

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Analyse a Case on Potential Appraisal: (cntd.)

Questions-

1. Comment on the employee potential survey carried out by Vybhav. What do you think, what can be the best practices of potential appraisal?
2. Work in group to frame a set of 05 questions that could help an organisation measure its Leadership Excellence Potential (LEP).
3. Work in group to frame a set of 05 questions that could help an organisation measure its Organisation Excellence Potential (OEP).

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So, what can be the questions on this type of potential appraisal? Comment on the employees potential survey carried out by Vybhav, what do you think, what can be the best practices of potential appraisal. So, best practices of the potential appraisal, that is on the basis of whatever the weakness or the top 5, 5 low scores that can be area is that we can find out and then training can be provided in that we can give them this particular appraisal.

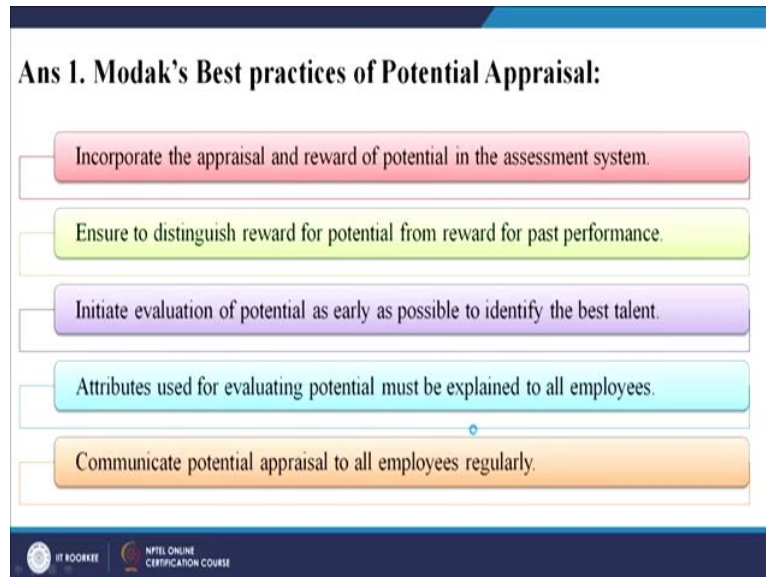
Point number 2, work in, question number 2, work in group to frame a set of 5 questions that could help an organisation measure its leadership excellence potential. Now, this is sort of a workshop. A workshop can be done with that group of employees and they can be asked, that is there is a set of 5 questions that organisation measures its leadership excellence potential. And this can be used for the organisation development, organisational change management, organisational leadership, that can be leadership excellence potential that can be developed.

And ask them, that is what do you think, what are 5 potential questions that organisation measure its leadership excellence potential. Number 3, work in group to frame a set of 5 questions that could help an organisation measure its organisational excellence potential. Similarly, when we are talking about this particular program of a set of 5 questions for the leadership excellence potential, we can also talk about organisation measure its organisation excellence potential. That is what sort of organisation excellence potential that can be developed.

If these type of the exercises are done, with the period of time the leadership excellence program, that potential, that can be explored, that can be, then the training programs can be

done and that that can be developed, leadership excellence program can be developed. Similarly, if these type of exercises are done, the organisation excellence potential that can be also identified and that can be worked.

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Now, in question of the first, incorporate the appraisal and reward of potential in the assessment centre that becomes very-very important. Every organisation should have the assessment centre, the appraisal and reward for this particular assessment system that has to be developed. In HR section, in the, maybe especially in the learning and development section, then there can be these type of appraisal and reward of potential has to be there. Otherwise, normally the organisations are busy in performance only and they are not able to track the strategies for the potential is there.

Ensure to distinguish the reward for potential from reward for past performance. So, those who are having high potential, those who are having the potential for the HR champions, then they are required to go for this particular past performance is required. Now, initiate evolution of potential as early as possible to identify the best talent. And whenever the high potential employees I have been identified, those employees, they are supposed to develop, that is how they can develop this particular aspect of potential and as early as possible it is explored with this type of the survey and then definitely they can be allowed to work on that exploring that potential, working on that potential, appraising that potential and that can be developed.

Attributes used for evaluating potential must be explained to all employees and therefore what is important is the attributes they are required. Now, you see the list of attributes because we are talking about designing the 55 questions and this. These questions will be based on certain attributes. So, attributes, what we are looking for. Now, it will vary from organisation to organisation, job to job, department to department, individual to individual, that is in a particular job what type of attribute is required. So, that is the whether the person is able to do when we talk about next level jobs.

So in that case also these attributes will be help, that is we are able to go for these next level jobs or not? And then that can be supported. Communicate potential appraisal to all employees regularly. And then what scores they have achieved in a particular year because this is January months exercise, so therefore, in that case what type of potential they have that is also to be communicated to the employees. They will also feel happy, that is yes there are certain latent talent which they have not noticed so far and somebody is there in the organisation who is helping them to identify and support and nurture that particular latent talent.

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Leadership Excellence Potential	
Persuading and influencing	Has presence and authority, enjoys being in charge, takes the lead.
Motivating and empowering	Empowers and motivates team members, delegates tasks effectively.
Coaching others	Coaches and develops team, gives regular feedback.
Coping with pressure	Handles pressure and stress, stays calm and in control.
Learning and developing	Exploits opportunities for self-development, energetic, self-aware.

Now, when we talk about leadership excellence potential questionnaire, we talk about the persuading and influencing. That is has presence and authority, enjoying being in charge... Who are having the persuading and influencing? Those has a presence in authority and enjoys being in charge, takes the lead. If this is the responses are there, then we will say that as he having the leadership quality of persuading and influencing. If the employee empowers and motivates team members, right, that is they can do best, always there available and delegate

tasks to do effectively. Then, in that case we will say that the leader is motivating and empowering leaders is there.

And if he is motivating and empowering leaders, this is the potential of that particular leader forego for the higher positions. Certain superiors are able to coach their subordinates and developed team, gives regular feedback to them and then nurture them. The talent is nurtured, talent management practice is there. And if this type of traits are there, which will say that the person is having the potential to be a coach, that is coaching others and he can be used for this particular purpose. Responses of the certain questions, that items, that will help handle pressure and stress, stays calm and in control.

So, therefore there will be certain employees that is they were not going but from their behaviour it has been observed that in a particular situation there very nicely handled the pressure and stress and they remain calm and in control of themselves, this has been the observation. And if this is the observation, it means their strength is coping with the pressure. If they are able to coping with the pressure, then definitely they are the persons those who can be developed in that particular leadership.

Then exploit opportunities for the self-development, energetic and self-aware. So, they are best for learning and developing their own and their team members. And therefore in that case leadership excellence potential questionnaire will be there. The last part is that the organisational excellence potential.

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Ans 3. Organisational Excellence Potential:	
Organisational Excellence Potential	
Consideration to employees	If I have an idea for a new and better ways of doing things, I have a means of proposing it for consideration
Communication	I rate executive management (the Director and his direct reports) on their level of open and honest communication with employees as
Work Environment	Management in my unit fosters an engaging and positive work environment.
Risks at workplace	I know what the greatest risks are for my work unit to be successful
Creativity and innovation	Creativity and innovation are encouraged or rewarded in my unit.

That is if the response is like this, if I have an idea for a new and better ways of doing things, I have a means of proposing it for consideration. So, organisation is having a culture of consideration for employees. Because the employee believes that he can do the things and he is having the means of proposing for his consideration. I rate executive management, the return his direct reports on their level of open and honest communication with employees. And it means that, that is organisation's leadership potential is this that is they are having the communication, very good communication system.

If the response is like this, Management in my unit fosters an engaging and positive work environment, then definitely it is the organisation excellence potential is there for the work environment, providing very nice work environment. And therefore, employees, they are fosters at engaging and positively at work. If the response about the organisation comes, I know what the greatest risks are former work unit to be successful. So, therefore in that case, he is not worried, that is if I will fail in the risk, what will happen?

And that is the organisation's potential, excellence potential is risk at workplace, that has been provided. Suppose there is a creativity and innovation and encouraged or rewarded in my unit, then definitely that is a culture of creativity and innovation. What I want to say is this... That is on the basis of this particular organisational excellence potential or on the basis of leadership excellence potential we can identify whether the individual is having that potential to work or that is the organisation which is having the potential to work if both are capable of doing this particular type of the system, then definitely we can make the potential appraisal.

Now consideration to the employee's communication, work environment, risk at workplace, creativity and innovation, what score is there in a particular score which is the highest score, which is the highest score, which is the lowest score and then on basis of that we can design the training program. Identify, that is okay work environment requires more focused or risk at workplace is not that much encouraged, so that has to be encouraged, or creativity and innovation culture, that has to be developed.

Similarly in case of the individuals leadership excellence potential, that is suppose motivating and empowering scores is very high, so that is a good sign for the organisation. But coping with pressure, the employee's response is less, overall response is less, then in that case that is the area that creates and strengthened the employee that is they can cope up with the pressure.

Because they will be able to cope up with the pressure, they will be able to perform in a better way.

And then the training programs can be conducted on this particular parameters also for the individual or for the organisation and this type of parameters that can be developed. And as a result of which with the help of potential appraisal we can identify the training needs for the individual and to the organisation. This is all about the organisational excellence potential. So, I think that this is enough for the potential appraisal and training and we will stop here, thank you.