

Leadership and Team Effectiveness
Prof. Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology – Roorkee

Lecture – 42
Offsite Training and Team Development

In this session, now we are going towards the different types of aspect. That is the offsite training in the team development and in this case, we will be discussing, does your team need training?

(Refer Slide Time: 00:40)

CONTENTS

- Does your Team need Training?
- Offsite Training
 - Lecturing
 - Audio Video Techniques
 - Simulations
 - Case Studies
 - Role Play
 - Business Games
 - Field Trips
- Pros and Cons of Offsite Training
- Offsite Training & Team Development
- Experiential “Team Building Games”
- Research paper
- Case study
- Book recommendation
- References

OFF THE JOB TRAINING

Image Source: <https://www.vectorstock.com/royalty-free-vector/off-the-job-training-concept-icon-vector-35841817>


34

Offsite training, lecturing audio video techniques, simulations, case studies, role, playing business games, field trips is there. And the pros and cons of the offsite training, offsite training and the team development, experiential team building games and as usual, the research paper, case studies and the book recommendations will be there. And then they will be given these references also, so, you can make the further references for your detailed understanding.

(Refer Slide Time: 01:05)

“For the things we have to learn before we can do them, we learn by doing them.”

-Aristotle



35

“For the things we have to learn before we can do them, we learn by doing them” so that is a Aristotle. That is a learning by doing. So, we this we have talked in the previous session also always that is the; we have to learn what we can do? And we learn by doing them. So, therefore, both things are very, very important are there. That is the unless and until we do not learn, we can do them but how to learn so that is by doing only.

(Refer Slide Time: 01:40)

Does your Team need Training?

Symptoms of Ineffective Teams

- Loss of Production
- Increase in grievances or complaints
- Evidence of hostility or conflicts among the members
- Confusion about the assignments and relationships
- Decisions misunderstood or not enacted
- Apathy and general lack of interest
- Lack of initiative, innovation, or effective problem solving
- Ineffective meetings
- High dependency on the leader






Image Source: <https://www.midlandscbd.com/articles/7-indicators-your-team-is-dysfunctional-9819>

36

Now, I will say that is whenever the team is formed, so, we are matching the team’s personality traits on this skills, different skills. So that is the job knowledge, skills, HR knowledge then conceptual, analytical, nowadays analytical and especially the designing. Now, whenever we are talking about the symptoms of the ineffective teams so, this will be the technical grievances or complaints.

This will be the HR evidence of hostility or conflicts among HR confusion about the assignments and the relationship is there. So, it will be technical plus HR decisions misunderstood or not enacted. So, therefore, conceptual. Apathy and general lack of interest. So, therefore, HR lack of initiative, innovation or effective problem solving that is the analytical and the designing skill is there.

So, if you are not able to make the proper this analysis of your problem, then there will not be the problem solving will be not be possible. So, this analysis and the designing: Designing means what providing the solution to the problem. So, whenever you are giving the solution to the problem, then in that case you will be having the effective problem solving is there. So, we have seen by the different authors and different contents.

Ultimately it is a solution finder. So, are you here to create the problem or here to provide the solution? So, naturally we are here to provide the solution, so, we are here to provide the solution? But a solution to find out. It is not that easy, you know. If it is that easy, then there is no problem but the not getting the solution is a problem. So, if the problem has to be so, there is a solution is required.

So, then, in that case it is the creativity so therefore, for some people, the big problems are no problems for some people the small problem is a big problem. So, why it is so? It is because of the; their inefficiency to not to be having these designing skills. Design, designing and therefore, it is the creativity skills. Designing is not the cup of day of everybody, so, this is therefore, in that case some people were able to find out these solutions.

So, even in the toughest time, in the toughest time, they will come out a simple example. If an organization is not able to survive, what will be the solution either the close the organization? So, there will be many people who will say the close the organization. But some people will say the diversification of the business but for the diversification of business, money is not there.

That is why this organization is getting close, then how to manage the money so, outsourcing is to be done or creating the knowledge base organization. Because you are not having the money and then you have to run the organization. How will you run? By your tacit

knowledge your explicit knowledge, your consultancy. So, then you will not be having are they outsourced. And then somebody is having these this support.

Now that is called the co-optation, collaboration with others is compete even competitors in the economic recession. In 2009, I have seen that is this co-potation, collaboration with the competitors means the industries of the same nature they are collaborating. So, therefore, in that case, when, when we talking about this idea with on the Videocon or when we are talking about this, the Orange with idea and indent.

Then the sharing the geographical locations are there. Where they are working together and sharing the resources. So, therefore, in that case that is a problem solving is there in the economic decision, so, many organizations they had the collaborated and they have the ideas that in this tough time how we can work together. So that is called the co-potation is there or the collaboration is there. So, here it is but what is the? What was that?


That is the; they have come out with new ideas and they face the economic recession. So, therefore, in that case, this is a solution. So, high dependency on the leader is these of the ineffective team is there. So, if the ineffective meetings are there; there is a lack of initiative, innovation or effective problem solving. Then high dependency on the leader. Whatever you will say, we will do, sir, whatever you will guide that will we follow, sir.


No, you have to do your own in your own periphery. It is not that is crossing the periphery and taking the position of a leader. There will be few like this. I know that but it is becoming the very important that is high dependency on the leader is not to be there. So therefore, symptoms of the ineffective teams which we have talked about.

(Refer Slide Time: 07:47)

Offsite Training or Off the Job Training

- Off the job training methods are conducted in a separate environment from the job environment, study material is usually supplied and the full concentration is on learning rather than performing.
- Offsite training usually include more general skills and knowledge useful for work, as well as job specific training.
- It can include methods like:
 - Lecturing
 - Case Studies
 - Audio Video Techniques
 - Business Games
 - Role Plays
 - Simulations
 - Field Trips




37

So, it will be very, very important that is the what is to be done. And the one of the solutions is this that is about the training. Now, the offsite training or off the job training of the obtaining methods are conducted in a separate environment. Now, like you are studying this particular subject. I am sure that is the most of you must be the working executives or the professionals, maybe the professional qualifications you want to get and you want to go into the profession naturally.

And that is why you opted for this particular course or my another course is that is a training of trainers is concerned. So, therefore, why so, there is an offsite training, off the job training is there. So therefore, you are having the already certain tasks to do and therefore, in addition to that maybe the; your education may be your job. So, therefore, you want to go to get trained through this particular courses.

So, like this is the off the job training is very, very important is there. And actually, this is a separate environment is there from your regular environment? So, study material is easily supplied and the full concentration learning rather than the performing is there. So, offsite training usually includes more general skills and knowledge useful for work, as well as the job specific training is there.

So, whatever I am talking to you, I am not talking to you definitely the specific with your job but in general. So therefore, off the job training is in the classroom training is where they are talking about the in general, training is there. So, if, how it is done, lecturing audio, video techniques, role plays, field trips, case studies, business games and the simulation is there.

(Refer Slide Time: 09:37)

Lecturing

- Trainers communicate with spoken words which they want the trainees to learn, it is primarily one way communication of learned capabilities from trainer to audience
- It is a verbal presentation for a large audience. The lectures have to be motivating and creating interest among trainees.
- Now a days, speakers also promote some way of interaction by the audience, usually in form of question answers which are preferably taken at the end of whole lecture or at end of different sections within the lecture





Image Source: <http://clipart-library.com/clipart/1143592.htm>

38


Now, the lecturing is concerned like we are doing. So, trainers communicate with spoken words which they want the trainees to learn, it is primarily the one-way communication of the learned capabilities from the trainer to audience is there. It is a verbal presentation for a large audience. So, therefore, you find by the one lecture you there are the number of people, those who are getting benefited and they are much more.

The lectures have to be motivating and creating interest among trainees. I am sure that is the by this studying this leadership and team effectiveness, you must be find it interesting and this lecturing method which might be helping you to your understanding and the purpose for which you are attending this particular course that has been served by. So, nowadays speakers also promote some way of the interaction by the audience.

Usually in form of question answers which are preferred assignments and all taken at the end of the whole lecture and then those who will be registered they will be giving the examination also. I hope most of you will be registering for this particular course for examination and at the end of the different sections within the lectures are there.

(Refer Slide Time: 10:54)

Lecturing (Cont.)	
Merits	Demerits
It reinforces trainers credibility and authority	One way communication with relatively less participation or passive participation
Information is concentrated and organised as desired	The attention span of listener is normally 15-20 minutes
Efficient and Simple, lots of material can be presented within given time	Depends completely on trainers effectiveness and information.
Can be personalized easily.	A clear and rigorous verbal presentation requires a great deal of preparation and hence time consuming preparation.



So, therefore, in that case, this lecturing method but you see every method is having its merits and demerits is there. So, it reinforces trainers' credibility and authority. So that is, you all learn from professor Rangnekar and through NPTEL course. So that is the creating the credibility is there. Information is concentrated and organized as desired sessions are designed as per the best possible way efficient and simple.

So, lots of material can be presented within the given time is there can be personalized easily? So, therefore, there are different contexts are there. Where you can find out that what is useful for me. That way one way you can find out, one way communication with relatively less participation or the passive participation is there. So, naturally that is, I am having the just addressing you through this video lectures are there.

So, there will be the passive participation and the attention span of listener is normally 15 to 20 minutes. We have kept it to the 30 minutes. So, therefore because we believe in you and we feel that is the; you will be able to we listen me for half an hour continuously. However, you have that option in online. That is the after 15, 20 minutes you can pause and then again you can join depends completely on trainers, effectiveness and the information is there.

A clear and rigorous verbal presentation requires a great deal of preparation and instant consuming preparation is there. So, you will appreciate it is your all 60 sessions which have been prepared with the help of my research scholars and these different literatures, secondary data, primary data with those references that has been useful for you is there.

(Refer Slide Time: 12:44)

Audio-Visual Techniques

- Includes overheads, slides and video.
- Video can be used for improving communication skills and customer service skills.
- It can also illustrate how procedures can be followed.
- It is normally used along with lectures to show trainees real life experiences and examples.



AV Room at IIT Roorkee



Image Source: https://counseling.cell.iti.ghub.in/_CFQAAAAAABAAA

swayamii

40

Second, are the audio-visual techniques is there. So, overheads, slides and video is there like online training. The lecturing is done through these particular videos is there. So, videos can be used for improving the communication skills and customer service skills that you can use, also listed how procedures can be followed. And it is normally used along with the lectures, as I mentioned it is.


It is a combination of lecture and the videos is there. So, to show the train is real life experiences and the examples which we are giving and sharing with you with the help of on this particular these case studies. So therefore, they are the case, studies are not the stories case. Studies are the real-life experiences shared by somebody and published. So, therefore, in that case that is becoming the real-life examples.

That is how, in particular organization what is happened? how it is happened? So, therefore, in that case it is like here, you see, it is a heavy room at IIT Roorkee has been shown. That is how it is there. However, the technique which we are using. So therefore, you are comfortably online and then this tough time. When this course is recorded. So, therefore, you can see where hopefully, when you will watch this video, there will be no tough time.

Third wave will be over and everything will be normal. But then it will be conveniently you can refer.

(Refer Slide Time: 14:24)

Audio-Visual Techniques (Cont.)	
Merits	Demerits
Trainers can review, slow down or speed up the lesson according to expertise of trainees.	Too much content for trainee to learn
It can be watched multiple times.	Important learning points of training can be confused by drama in the video
It gives exposure of equipment, problems and events that cannot be easily demonstrated, i.e. equipment malfunctions, angry customers or emergencies.	Overuse of humour or music



So, but this is an example that is the how these lectures and it, with the help of the videos, lectures are used. But again, no method is complete it is having the merits and demerits. So, trainees can review slow down as I mentioned, if you hear me for continuously 30 minutes so great of you but if you cannot so, after 15 minutes, you can review a slow down and speed as a lesson according to the expertise of the trainees and times are available to you.

Because you may not have in the; at a stretch, that much time but this will be available to you. It can be watched multiple times so, in the first instance if it is not that clear, you can repeat it and then can understand. What were the points? What are the points which you want to again go into the listening for the purpose of understanding, it gives exposure of the equipment?

So, you are tech savvy and your young generation is the definitely that is much more tech savvy than me. So, therefore, the problems and events that cannot be easily demonstrated exposure of the equipment. So, it is equipment, malfunctions, angry customers or the emergencies are there. So, therefore, in that case, you can make the use of this particular audio-video techniques are there.

So, you can handle it later on, but too much content for training to learn. I do not know but I am sure that is this is not the too much content. But yes, if you will go through the different videos, then definitely it will be too much for you by the different speakers and resource persons. Important learning points of training can be confused by drama in the video.

So therefore, many times that might be the confusion but yes, you have the opportunity to get clarified from us overuse of the humor or music is there so, I do not know. That is the I have used but many times it. It is the means basically; it is a sound or noise that but thanks to the IIT Roorkee that are having a such a wonderful infrastructure arrangement. So that there is no such this type of the music or any type of the problem is there.

(Refer Slide Time: 16:36)

Simulations

- Aim to educate and inform in an exciting and memorable way, rather than purely to entertain.
- It is used to teach production and process skills as well as management and interpersonal skills.

Image Source: <https://www.flightsafety.com/simulation-products/products/>

42


Now, it is very common is that is about the simulation is there and, in the simulations, it is the aim to educate. And now you see it is in the professional courses, this simulation has become very popular because one is that is, it is interactive. So, it is not that lecturing method so, therefore, aim to educate and inform in an exciting and memorable way and rather than the purely to entertain is there.

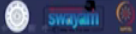
It is used to teach the production and process skills, as well as the management and interpersonal skill is there. So, therefore, in that case, whenever you are having the step of the simulation, so, on you will be improving your efficiency by production and process skills. So, there but simultaneously with the technical skills and job skills. You will be also be able, with the help of the simulation to develop the interpersonal skills is there. How that is? It is having the group activity basically.

(Refer Slide Time: 17:33)

Simulations (Cont.)

Merits	Demerits
Trainee can concentrate on learning without involving much risk.	It is an expensive method.
Interest and motivation are high as real job conditions are duplicated.	Need constant updating as new information about work environment is obtained
This method is helpful in cases where on the job training might result in a serious injury and destruction of valuable equipment and material.	
Example: Aeronautical industry	




43

So, you are having the teams and in teams you are doing those simulations. So, on teamwork also, there are the number of simulation games are there which you can use. Trainee can concentrate on learning without involving much risk is there and interest and motivation are high as the job conditions are duplicated. This method of helpful in cases where, on the job training might result in a serious injury and the destruction of the valuable equipment and material is there.


So, like the aeronautical industry is one example has been given for the simulation game. It is an expensive method because the that same buying the simulation game is expensive. Need constant updating as new information about work environment is obtained.

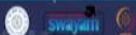
(Refer Slide Time: 18:24)

Case Studies

- Involves studying cases from all perspectives, analysing the various options available to the company for solving problems or address issues and arriving at most suitable answers.

Merits	Demerits
It promotes analytical thinking.	It may suppress the voice of average trainees as only those having analytical and vocal skills will dominate the sessions
It is acceptable to everyone as it deals with detailed description of real life situations	Preparation of cases involve expenditure and time and the outcome is not quite certain
It encourages open mindedness.	




44

So, whatever the simulation game you are having in the past that you cannot use further, may not be useful for your next task. The case studies involve the studying cases from all perspectives. So, I am thankful to my team, my PhD. scholars. Research scholars those who have helped me, in the Rahul, Mohit and Nilesh and for the and the Anjali about the analyzing, the various options available to the company for solving problems.

So, they have given you these different case studies and we with our team. We have decided about the relevant case studies with the relevant session and addresses issues in arriving at the most suitable answers. But again, this method is also it promotes analytical thinking. It is acceptable to everyone as it deals with the detailed description of the real-life situations are there. It can encourage open mindedness.

So, therefore, everybody can have the answer on his own way. Own way means of his own knowledge background, academic background, social background, economic background, technological background specially. So therefore, in that case, the case study will be analyzed as per the individuals open mindedness it may suppress the voice of average trainees is only those having analytical and vocal skills will dominate decision.


But suppose we have the discussion on the case study. So, naturally those in the classroom normally what happens? There is those who are the good orator and good presenter so, what they do? They dominate the whole class. Naturally, they will be heard. So, those having energy and vocal skills will dominate the sessions and the preparation of the case involve expenditure and time and outcome is not quite certain is there that is whether it is really useful or not.

(Refer Slide Time: 20:14)

Role Play

- Trainees act out roles given to them. It basically covers topics like employee-employer relationships, hiring, firing, conducting a post-appraisal interview.

Merits	Demerits
Trainees participate in entire proceedings and so they take interest and are involved.	Role playing may sometimes not adhere to the objectives of training program.
It develops skill in applying knowledge in areas of human relations.	The trainees may deviate from the subject being discussed and start giving unrelated examples and explanations
It brings about desired changes in behaviour and attitudes as the trainees are motivated to think	



45

Role play is there, training act out roles given to them. In these all-training techniques, we have used in my data NPTEL lectures. TOT, I will advise you to please go through that the training of trainers' course that you will see. That is how these techniques have been used. Cover topics like employee-employee relationships, hiring firing conducting at the post appraisal interview is there.

So, trainees participate in entire proceedings and so, they take interest are involved. It develops skills in applying knowledge in areas of human relations. It brings about desired changes in behaviour and attitudes, as the trainees are there. And these are the demerit is for the role playing is because role playing is very, very interesting. So, there will be the case study, they will be the characters and the characters will be to be played by the somebody.


And then during my industrial training programs, also, I see and in the MBA classroom, also education class within the classroom also. I find it is a real role playing is really motivating people those who are participating in this type of activity. That in term is made deviate from the subject being discussed in this is a demerit and start giving unrelated examples and explanations are there, because now he has to play the role.

So, in that role playing, he may be deviating it will depend on the particular individual, whether he is playing the role correctly or not.

(Refer Slide Time: 21:35)

Business Games

- It requires trainees to gather & analyse information to make decisions.
- Business games are primarily used for management skill development.
- Games stimulate learning because participants are actively involved and because games mimic the competitive nature of business.



Merits	Demerits
The game helps dealer to develop skills needed for business success	Factual information cannot be taught through this training
Participant must work as team	
Cohesive groups are developed	




Image Source: <http://www.thiag.com/games/2015/11/15/56c-co-creating-training-games>



46

These are the business games together in analyze information to take decisions are there. So, business games are primarily used for the management, skill development and stimulate the learning because participants are actually involved and because games meaning the competitive nature of business is there. So, the game helps a dealer to develop skills needed for the Business success. Participant must work as team cohesive groups are developed and the factual information cannot be taught through this particular training is there.

(Refer Slide Time: 22:05)

Field Trip

- A fieldtrip or fieldwork or training in the field is a journey by a group of people to a place away from their normal environment. Purpose is to provide real life situations.

Merits	Demerits
<ul style="list-style-type: none"> • Field trips provide accurate information about objects, process & systems in the real settings. • Enthusiasm for field trips can be effectively transformed to effective learning. • Field trips provide students opportunities to utilize all senses for learning 	<ul style="list-style-type: none"> • Time consuming • Careful planning required • Transportation can be a problem • It is risky for the management.




Image Source: <https://www.itacademy.it/a-field-trip-for-trevi-group-employees-to-enhance-onthejob-training-and-career-development>

47

Now, this is the field trip is there? Training in the field is journey by a group of people to a place away from their normal environment purpose is to provide real life situations and they manage field trips, provide the accurate information about objects, processing systems in the real settings. Enthusiasm for the field trips can be effectively transformed to effective learning, field trips provide students, opportunities to utilize all senses for learning is there.

Demerits is, time consuming, careful planning required, transportation can be a problem, it is risky for the management is there.

(Refer Slide Time: 22:38)

Pros	Cons
Help the team to improve: <ul style="list-style-type: none">• Perception that trust• Cooperation• Communication• Self Confidence• Teamwork	<ul style="list-style-type: none">• Team members may revert to old behaviors over time• Team members come and go, thereby diluting the experience for their group• Team members are sometimes exposed to harm or injury.

Image Source: <https://www.istockphoto.com/vector/pros-and-cons-for-business-gm1199882089-343473152>

48

So therefore, this type of the in the this professional courses the I have organized this type of these the field of visit trips during my that leadership academic program for the MHRD that IIT Roorkee has organized I as a copy I took to the these the participants that to these the Maruti plant and luckily I myself held the whole the visit into the Korea after 4 months. In 2018 I visited Maruti and 2019. I visited the Hyundai plant Korea

So, I could compare the both the automobile industries in India and Korea and through this field trips we learn so many things are there and especially the role of the artificial intelligence in automobile industries which I learned from there. Pros and cons of offsite training and team development help the team to improve perception did trust cooperation, communication self-confidence and the team building is there.

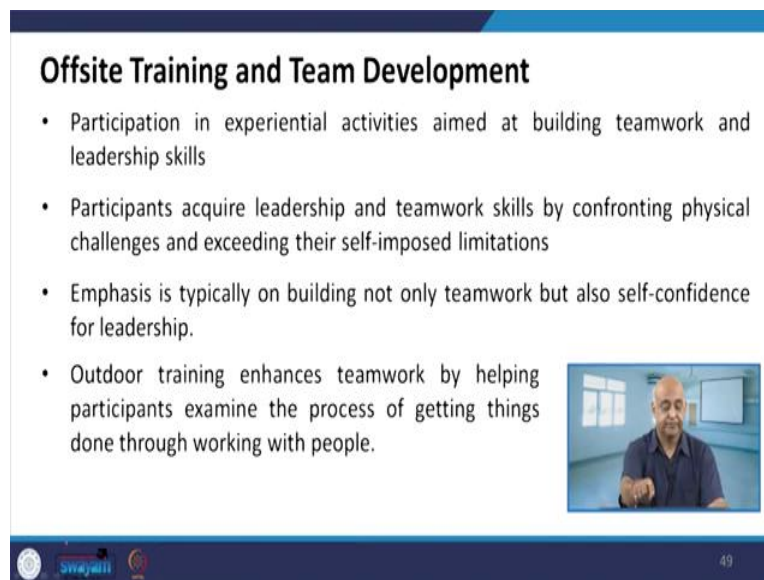
So, whenever we are having this type of these techniques it is helping us. And the team that develops this type of training develops the team understanding. Then, the concert team members may be able to old behaviours over time. Now, you learn these things and you watch this video and then but when you again go back to your workplace and then there may not be the change in your behaviour through this lecture.

So therefore, they may revert to old behaviour. They do not make the changes learning from this particular on this activity. So, team members come and go there by diluting the experience for their group. So therefore, that is the; who comes with you for full trip. Then again somebody else comes. The team members are sometimes exposed to the harm or injury. That is also the possibility. That is when you are going for the off-joy training.

So, then it will depend on that particular environment. Touchwood have I am doing this the offsite training myself and the taking the other trainees also. Since 1986, so, 35 years. So, from 35 years touchwood till today, during this offside training which a number of places continuously doing these things and the training in development and no harm or injury is there.


I took the MBA students also to the number of industries. So, there is a part of this. So, therefore, in that case, nothing has happened touchwood but yes that risk is there.


(Refer Slide Time: 25:38)



Offsite Training and Team Development

- Participation in experiential activities aimed at building teamwork and leadership skills
- Participants acquire leadership and teamwork skills by confronting physical challenges and exceeding their self-imposed limitations
- Emphasis is typically on building not only teamwork but also self-confidence for leadership.
- Outdoor training enhances teamwork by helping participants examine the process of getting things done through working with people.

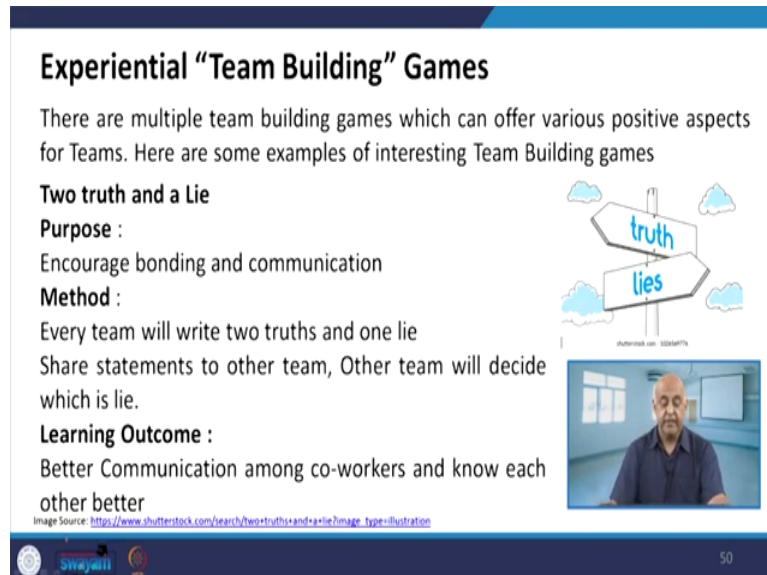




So, whenever we are talking of the offsite training in the team development in experiential activities aimed at the building team work in the leadership skills. Participants, acquire leadership and team work skill by confronting physical challenges and exceeding their self imposed the limitations. Emphasis is typically on building not only team work but also self confidence for leadership is there?

Yes, I can, I may, I can. So, therefore, you can outdoor training enhances teamwork by helping participants examining the process of getting things done through the working with the people.

(Refer Slide Time: 26:12)



Experiential “Team Building” Games

There are multiple team building games which can offer various positive aspects for Teams. Here are some examples of interesting Team Building games

Two truth and a Lie

Purpose :
Encourage bonding and communication

Method :
Every team will write two truths and one lie
Share statements to other team, Other team will decide which is lie.

Learning Outcome :
Better Communication among co-workers and know each other better

Image Source: https://www.shutterstock.com/search/two+truths+and+a+lie?image_type=illustration

The slide features a blue header and footer. On the right side, there is an illustration of a signpost with two arrows pointing in opposite directions, labeled 'truth' and 'lies'. Below this is a small video inset showing a man in a blue shirt speaking. The footer contains the Swayam logo and the number 50.

Then, the experiential team building games are there. So, there are multiple team-building games which can offer various positive aspects for teams. Here are some examples of interesting team building games two truth and a lie. So, encourage bonding and communication. method, every team will write two truths and one lie, share statements to other team.

Other team will decide which is a lie statement and learning a better communication among co-workers and know each other better is there.

(Refer Slide Time: 26:39)


Experiential "Team Building" Games (Cont.)

Game of Possibilities

Purpose :
Encourage creative thinking and have fun

Method :
A item (e.g. napkin) is given to each group. Each person in the group need to stand up and demonstrate the use of item creatively

Learning Outcome :
Better Communication among co-workers, experience different ways to solve problems and use resource effectively.



Game Of Possibilities




Image Source: <https://www.pexels.com/photo/7966948/game-of-possibilities/>

swayamii 51

So, another team building game is the game of possibilities, encourage clear to thinking and have fun and method a time is given to each group? An item is given to each group napkins, for example, each person in the group need to stand up and demonstrate the use of item creatively. So therefore, it is a creative thinking is there. Better communication among co-workers' experience, different ways to solve problems and the use resource effectively is there.

(Refer Slide Time: 27:08)

Experiential "Team Building" Games (Cont.)

The Diversity Tree

Purpose :
To value and respect diversity at workplace

Method :
On a flip chart, each team need to draw a tree with names of the members. Every member need to write encouraging message on the tree.

Learning Outcome :
Instill mutual respect, recognition and positive thoughts among the team members.






Image Source: <https://www.istockphoto.com/vector/diversity-tree-hands-illustration-gm482950655-25264645>

swayamii 52

Then the diversity tree is there. So, valued and respect diversity at workplace on a flip chart, each team need to draw a tree with names and of the members. Every member needs to write, encouraging message on the tree. And the learning outcomes are in still mutual respect, recognition and positive thoughts among the team members is there. So therefore, in that case here you will find that is the; this step of the fillings is expressed.

(Refer Slide Time: 27:27)

Experiential "Team Building" Games (Cont.)

Each One Teach One

Purpose :
To make team member understand talent and needs of others

Method :
On a Paper, write name of the members with 3 headings – First impression, positive traits & suggestion for growth. Paper are folded and mixed in a bowl and in different rounds the every member have to select a paper a write about others.

Learning Outcome :
This activity helps the team member see themselves as other see them and reveals perception gaps and areas of growth. It also motivates member





Image Source: <https://twitter.com/teachteachh>

53

Exponential, each one teach one. The purpose is the to make team members understand talent and needs of others. Write name of the members with three headings. First impression positive trait is and suggestion for growth and the paper are folded and mixed in a bowl and in different rounds. The every member have to select a paper write about others and the learning outcomes the activity helps the team members see themselves as others see them.

And reverse the perception gaps and areas of growth because whenever you are having this first impression, positive trait is and suggestion for growth. So, here you will find that is the they will be getting the each team member will be getting and reveal the perception gaps and the areas of growth. It also motivates the members also.

(Refer Slide Time: 28:23)

Experiential "Team Building" Games (Cont.)

Recall and Share

Purpose :
Sharing of knowledge and working in a team (Usually played after training event)

Method :
Team have 10 minute to recall and list as many skills they experienced throughout the training. Team share their opinion and other team may challenge their opinion

Learning Outcome :
Encourage teamwork and engagement. Instructor learn what was important to the group and how much retained after the training.



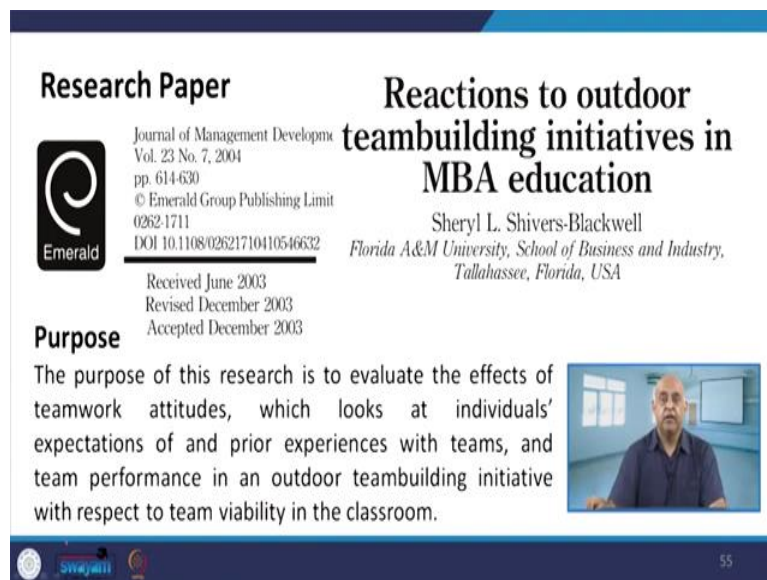


Image Source: <https://twitter.com/ahpra/status/1201629693469966336>

54

Then they recall and share is there share your thoughts, sharing of knowledge and working in a team usually played after training event. And team have 10 minutes to recall and list as many skills they experienced throughout the training team share their opinion and other team may challenge their opinion. And encourage teamwork and engagement instructor learn what was important to the group and the how much are returned after the training is there.

(Refer Slide Time: 28:49)



The image shows a research paper title slide. On the left, there is an Emerald logo and publication information: 'Journal of Management Development', 'Vol. 23 No. 7, 2004', 'pp. 614-630', '© Emerald Group Publishing Limited', '0262-1711', and 'DOI 10.1108/02621710410546632'. Below this, it says 'Received June 2003', 'Revised December 2003', and 'Accepted December 2003'. The main title is 'Reactions to outdoor teambuilding initiatives in MBA education' by Sheryl L. Shivers-Blackwell, Florida A&M University, School of Business and Industry, Tallahassee, Florida, USA. A 'Purpose' section states: 'The purpose of this research is to evaluate the effects of teamwork attitudes, which looks at individuals' expectations of and prior experiences with teams, and team performance in an outdoor teambuilding initiative with respect to team viability in the classroom.' A small video inset shows a man in a blue shirt. At the bottom, there are logos for Swayam and a page number '55'.

And therefore, this is about the different games and so many games you can refer and play at your workplace and get yourself as a leader to coordinate these games or you can be also a part of these games and ask your superior to demonstrate on that or the HR department to demonstrate on these particular aspects. The reactions to outdoor team building initiatives in the MBA education.

So, therefore, in that cases to avoid the effects of the teamwork attitudes which look at the individuals, expectations of and the prior experience with teams and team performance in outdoor team building initiative with respect to team viability in the classroom is there.

(Refer Slide Time: 29:37)


Research Paper

Design/methodology/approach

Respondents were asked to give their attitude and perception toward Outdoor challenge training (OCT) one week prior to training and their impression about the training one week after training. This study examines the performance of 36 teams of MBA students (N = 147)

Findings

Results indicate that teamwork attitudes collected before the OCT are positively associated with team support, potency, intentions to remain in the team, and team survival. However, team performance in the initiative was not related to any of the team viability constructs.



56

So therefore, this team building in MBA education that is becoming very, very important. Results indicate that teamwork attitudes collected before the the outdoor challenge training, are positively associated with team support. Potency intentions to demand in the team and the team survival. However, team performance in the initiative was not related to any of the team viability construction is there.

(Refer Slide Time: 30:00)


Research Paper

Research limitations/implications

A caution of the present research concerns inferences about causality. Correlational nature of this research and the small sample size does not permit causal statements to be made. The direction of causality needs to be sorted out and empirically substantiated in future research. Research is also needed to further investigate the role of consultants, facilitators, or mentors in the teambuilding process

Originality/value

This study was conducted to document whether or not the expense and time devoted to OCT by the business school was effective for teambuilding. To accomplish this task, both qualitative and empirical investigation was conducted



57

So, as a result, there will be also certain limitations although and there will be this particular the concept which has been used here is there. And now this is about this case study the training, the under rated checklist is there.

(Refer Slide Time: 30:22)

Case Study (Cont.)

- 66 Many of those infections are acquired when an IV line delivering medication becomes infected.
- Dr. Pronovost's checklist is simple and straightforward, including steps such as Doctors must wash their hands before inserting an IV, and the patient's skin must be cleaned with antiseptic at the point of the insertion.
- When Michigan hospitals put the checklist into practice, they not only saved over \$175 million in eighteen months because they didn't have to treat infections, but they saved nearly 1,500 lives!
- Such impressive evidence would seem to convert even the toughest critic of checklists, but the hospitals found the same truth that many trainers face.



Source: (DeCenzo & Robbins, 2009)



59

(Refer Slide Time: 30:23)

Case Study (Cont.)

- Employees don't always comply with rules that are for their own good or for the good of others. They need to be convinced. It turns out that doctors are just as stubborn as production employees who refuse to wear safety goggles or a hard hat.
- Dr. Pronovost found that doctors don't like being told what to do. They resented being reminded of the checklist by the nurses who were put in charge of managing the checklists. The organizational culture of the hospitals, including the roles of doctors and nurses, got in the way of patient safety.
- Dr. Pronovost learned to overcome the resistance by bringing both doctors and nurses together in training and appealing to their common concern for patient health.



Source: (DeCenzo & Robbins, 2009)



60

(Refer Slide Time: 30:25)

Case Study (Cont.)

- He asked, "Would you ever intentionally allow a patient's health to be harmed in your presence?" They'd say "Of course not." Then he would hit them with "Then how can you see someone not washing their hands and let them get away with it?" Saving lives, saving money. It's all in the training.


Questions

Q1) How can HR leaders overcome resistance to training?

Q2) How offsite training methods are better in organizations like hospitals?

Q3) Develop a checklist that would make a process more efficient or safe for your employer or college.

Q4) What is the best way to train an employee to use your checklist? How would you evaluate your training



Source: [DeCenzo & Robbins, 2009]

61

I am sure that this will be also giving you the help and you will be able to answer the questions given at the end of this case study is. How can HR leaders overcome resistance to training. So, many people they have this perception that is that I do not need training or the training is not perfect and training is not required. So, now they are not ready to accept the training as such because it is about the understanding of every individual.

So, how offsite training methods are better in organizations like the hospitals are concerned and develop a checklist that would make a process more efficient as safe for your employer or college? What is the best way to train an employee to use your checklist? How would you evaluate your training is there.

(Refer Slide Time: 31:10)

Book Recommendation

Team Games for Trainers

Authors: Carolyn Nilson

Publisher: McGraw-Hill Education;
(June, 1993)

Language: English

Paperback: 352 Pages

ISBN-10: 0070465886

ISBN-13: 978-0070465886

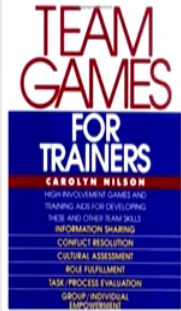




Image Source: <https://www.amazon.in/Team-Games-Trainers-McGraw-Hill-Training-ebook/dp/B0015KQ23A/>

62

So, therefore, the checklist is there as a result, the. Finally, we come to the book recommendation and these are the team games for the trainers are there.

(Refer Slide Time: 31:23)

Book Recommendation

- Team Games for Trainers contains 100 proven interactive games, exercises, and activities.
- Each game is self-contained, filled with templates, answer sheets, and clear explanations of the objectives and procedures and can be used by experienced trainers and novices.
- These games soften the rough edges of trying to work together in unfamiliar ways, create an atmosphere of collegiality, and form a bridge between training information and on-the-job application. Create effective teams with the Team Games for Trainers

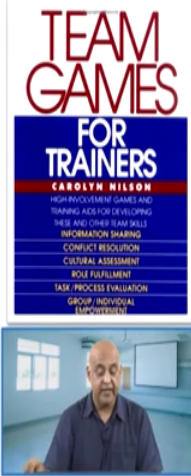


Image Source: <https://www.amazon.in/Team-Games-Trainers-McGraw-Hill-Training-ebook/dp/B0015FQJ2A/>

63

And here this in this book, you will find 100 proven interactive games exercises and activities are given. Each game is self content filled with the templates answer sheets and clear explanations of the objectives and procedures for the experience, trainers and novices these games. Often the rough edges of trying to work together in unfamiliar ways create an atmosphere of the collegiality and form a bridge between training information and on the job application.

Create the effective teams with the team games for the trainers is there. So, like these other books also are there and this book will also be helpful to you. I am sure that is so you can develop and conduct your own training program at your workplace and increase the team effectiveness.

(Refer Slide Time: 32:06)

References

1. DeCenzo, D. A., & Robbins, S. P. (2009). Fundamentals of human resource management. (10th ed.). John Wiley & Sons.
2. Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th Edition). McGraw Hill.
3. Lussier, R. N., & Achua, C. F. (2016). Leadership: Theory, Application, & Skill Development (6th ed.). Cengage Learning.
4. Northouse, P. G. (2019). Leadership Theory and Practice Eighth Edition (8th ed.). Sage Publications, Inc.
5. Robbins, S. P., Judge, T. A., & Vohra, N. (2016). Organizational Behavior (16th Edition). Pearson Education Inc.



And these are the references for this particular chapter and session and definitely this will be. These references will be useful for your further studies in the detailing is concerned. Thank you.