

## “TRAINING AND DEVELOPMENT”

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In a neck cutting competitive era; the demand for skillful and devoted employees has risen to great height. Management is emphatically emphasizing on employee engagement, top talent retention strategy, leadership practices, key performance index, training for behavioral change- skill and capacity building in the culture - functional competence. Along with it, the values of the organization such as integrity, understanding, excellence, unity, responsibility, creating a culture to get aspired- action oriented - achiever.

As trainees are main focus; so is the case of trainers also.

It is not what we say; it is what we radiate. The approachability is a function of rapport, response, role and knowledge. Coupled with it; there must be a massive change and that too positive; in feeling, association, experience, visualization and imagination. To penetrate to this aspect we can say:: connection comes before content. Choosing the right content as well as role of the step, choosing the right sequence, knot, linking the flowers tight, making the thread visible and making it serve the participants' goal.....are important.

The participants the training program [ trainees] can very well be categorized in different groups such as :: excited, enthused, interactive, curious, skeptical and so on. As a result there is a need for engaging all the five senses. Define the audience, describe objectives, classify concern, freeze the content. Handle the process, assess the outcome and prepare spreading.

New HR requires members to have a common set of values, transparency and healthy debate around the values. It requires

continued and shared reflections around the systems current processes. The manager in this set up requires a strong command on a variety of communication channels, a tremendous reserve of patience and the ability to focus on outcome rather than output. Unquestionably the stress will be on innovation and learning rather than on methods. We have to modify the spotlight; center of attention from managing talent to creating values.

Another hot topic is leadership. Leadership is never easy. But it is increasingly tough now. The global financial system is basically paralyzed. The recession was the worst that we have witnessed. Trust in institutions and people who escort and pilot them is all time low. There is a necessity to hire, induct, train, mould the best possible people to labor for you even they fought with you for their jobs. Surround yourself with a team of people who can challenge your thinking and whose strength makes up for your deficit. Share credit with your closest colleagues so that they are fully committed to your mission. Be sure to communicate often and authentically with your people. If you are leading the organization; through the downturn you are undoubtedly introducing major changes and inevitably encountering resistance to them. We sacrifice today for the better tomorrow. Where we can become better? Teaching is a sticky role. In fact we are transferring the obsession. To think does not need other senses. We have to set right mind set because problems are because of mind- set. For the exemplary contribution; inspiration is essential. The more higher you go; the more higher challenges you have. That is why have more connect with the subject and also with the people. For the development and growth; there must be competency enhancement. Self evaluation, participation in seminars, learning does help in this program. The training and development strategy should be three pronged. Viz. strategic, tactical and operational.

When we talk about tactical; it covers two factors namely; agility and ability to balance risk in a rapidly changing environment. Given the mixed age groups;; organizations are working with; handling generation is to be taught. New HR requires members to have a common set of values, transparency and healthy

debate on values. It requires continued and shared reflections around the systems current processes. We have to transform HR as a whole before HR can transform the business. This means becoming proactive function that understands the business, management, direction of the future. The objective over here is to increase the capabilities, *to improve the competition. This requires* the talent to be learning, open to new ideas, creating the behavior and insight needed to add value to business. Outlook is everything. The importance of maintaining a positive attitude and of taking responsibility for once action needs to be imbibed. Do not look back in regret. Move on and try the next thing. The basic skill is absolutely essential for success. Training should not be an incubator of business talent. It is a place for enthusiastic young people with great ideas to learn and acquire practical business skill.

#### TRAINING AND DEVELOPMENTAL PROGRAM HAS GOT MULTIPLE BENEFITS

- A] Reduction in wastage and spoilage.
- B] Improvement in method of work.
- C] Reduction in machine breakages.
- D] Reduction in supervision burden.
- E] Reduction in maintenance cost.
- F] Reduction in accident rate.
- G] Improvement in quality of product.
- H] Improvement in production rate.
- I] Improvement in morale of the employees.
- J] Reduction in grievances.
- K] Improvement in efficiency and production.
- L] Reduction in manpower obsolescence.
- M] Enabling the organization to provide increased financial incentives, opportunities for internal promotions, raising of pay rates.
- N] Personal growth.

O] Wider awareness among participants enlarged skills.

THERE ARE SEVERAL METHODS OF DETERMINING THE TRAINING NEEDS. THE TOTAL NEED CAN BE DETERMINED BY ANALYZING :

Job requirement

Employees present skills.

Training needs.

THIS CAN BE DONE BY FOLLOWING WAYS

A] Analysis of an activity.

B] Analysis of a problem.

C] Analysis of an organization.

D] Appraisal of performance.

E] Analysis of behavior.

F] Brainstorming

G] Buzzing.

H] Card sorting.

I] Committee.

J] Comparison.

K] Confidence.

M] Consultant.

N] Counseling.

O] Incident pattern.

P] Informal tasks.

Q] Interviews

R] Observation.

S] Problem clinic.

T] Research.

U] Role playing.

V] Self analysis.

W] Skill Inventory.

X] Slip Writing.

Y] Studies

Z] Tests.

AA] Task Force.

BB] Questionnaire.

CC] Work shops.

THE OBJECTIVES OF TRAINING CAN BE STATED AS BELOW

A] Induction Program [ To prepare for the employees for the job meant for them while in first appointment on training or on promotion and impart to them required skill.]

B] To raise efficiency.

C] Succession planning.

D] Retirement planning.

Training is instrumental in treating the people who have highest potential. When resources are constrained; companies place attention in developing and training the people to push and lead the organization towards future. This is a guide for smart, competent, hardworking, trustworthy employees who are progressing through their careers with some degree of satisfaction but are still wondering how to get where they really want to go. Teaching, training, coaching or mentoring assist to unearth : drive to excel, catalytic learning capability, enterprising spirit, dynamic sensors.

Those; who are highly motivated, devoted and always succeed. in combating the stimulating situation. . These people should hug and cuddle their respective organizational culture and values. They are required to radiate ;display self-assurance as well as self-belief and have to gain knowledge of to gain the admiration/ high opinion of others. This alteration; revolution is possible only when the novice is having

the zeal and zest for making the self growth and advancement. And they have the right path shown by the teacher, coach, trainer and mentor. The job of a trainer is like walking on a tight rope.

A couple of day before; I read a story of Eklavya. He learnt archery by himself. He was perceived that he would become the greatest archer. His so called mentor Drona demanded his right hand thumb. The message which he signaled is the art of 'how to learn' with a tenacity; to ceaselessly scrutinize and pay particular attention only to ultimate aim. Learning; how to learn is in fact the essence of education. It facilitates the growth of an incumbent ; his ability to learn. It focuses on his commitment and capability to realize the transformation dream. Inspiration to idealism.

There are some trainers like this. Most often the best work of these good people remains within the narrow bounds of their area of work. The reasons attributing to the same may be many. Syncretism, long sustained period of their work, their performing alike a school teacher, not limiting themselves to their problems on hand, or a combination of all these.

We have diversified cultures. Organizations are big and becoming still bigger. The new technique of performance appraisal is 720 degree performance appraisal. So the trainer has to build a humane and equitable society and a good humankind.

If we want to define the people factor in the achievement of the success in the business: it is to assembling the great management teams that is united by strong motivation, determination and bravery is of immense value. The members must have a vision, passion, and a real sense of ownership. The leaders must have an ability to listen carefully. Leaders must have the capability of taking tough decisions they must possess the passion and capacity to inspire the subordinates. When things go wrong; a friendly and a proactive team can often win people around averting a challenging situation. Always look for the best in your people. Lavish praise. Never criticize. People must find a real sense of warmth and affection. Rather than focusing on mistakes; catch the people doing right things every day. The leader has

to foster the culture of employee development. There are crucial times; even in the life cycle of an organization. Your knowledge of the people factor; may make or break the organization. Hence transforming the people as best in people management is vital, essential, desirable. Trainer has a vital role to play in this area.

Learning is an inseparable part of every human being. The expression 'learning' is having a close relation with the concept of *human capital*. The transformation in the attitude, development in the skill, enrichment of knowledge and alertness in applying appropriately with wisdom is the result of delivering the right kind of training, level of assimilating by the trainees and thereafter using the knowledge in real life situation delivers the positive results. In other words up gradation of value / worth of *human capital* correspond to the quality of training imparted and passion to learn as well as learn ability of the concerned and his /her proficiency to exercise in genuine factual situation tactfully. The outlay on training and development is an investment in *human resource*. Donald Kirkpatrick Emeritis Professor University of Wisconsin North America, designed a highly influential model for training appraisal. It constitutes four phases. Those are: Response or Rejoinder [what they thought and felt about training], Learning [ the consequential enhancement in data comprehension and /or capability. Behavior [ scope and level of behavioral (conduct) and potential /aptitude step up and accomplishment. Results [ the change or changed state occurring as a direct result of action ; on the business / environment / performance. In fact; the present circumstances warrant that employees must be involved, committed and contributive to the organizational target. By and large; *human capital* represents the investment; people make in themselves; that enhance their economic productivity. Donald Kirkpatrick created a model for training evaluation. It encircles four stages of learning evaluation. Those are : 1] REACTION : [what they thought and felt about the training]. 2] LEARNING ; [ the resulting enhancement in knowledge and capability. 3] BEHAVIOUR ; [extent of behavior and capability improvement and implementation / application. 4] RESULTS ; [ the effect on the business /

environment resulting from the trainees performance. After globalization ; there is a spectacular change in organizational development process in terms of training need, strategies, methods and investment in training. KIRKPATRICKS's guidelines and discussions on each of evaluation of training are worth noticing.

In practice the various aspects related with the training program are : course duration, course content, library facilities, teaching aids, trainer, infra structural facilities, relevance of training program, handling of individual employees program, quality of manager.

In my personal opinion; more emphasis is needed on attitude changing and emotional intelligence. This is only because; we are desiring people to contribute in a multi cultural environment where the need is of multi tasking and multi skilling. Emotional Intelligence is the ability to identify and understand one's own emotional reactions and those of others. It also encircles the ability to regulate one's emotions and to use them to make right as well as good decisions & and effectively , efficiently. Emotional intelligence provides many competencies which are critical while performing the task at the work place.

Stress has been an inseparable, indispensable concern in every activity. The transactional perspective of stress makes an influential impact on the role of cognitive appraisal and coping responses. Undoubtedly stress has its origin on perception, your inner strength, and determination to combat the causes of commotion. The demographic variables such as age, gender, education, type of family, religion, are some of the factors which determine the intensity of stress. Stress is an unavoidable characteristic of life and work. Occupational stress describes physical, mental, emotional wear and tear brought about by the incongruence between the requirement of job and the capabilities, resources, needs of employees to cope up with job demands. The stressors were compartmentalized into following aspects:: self, child, spouse, financial, job and health. In a lighter vein I state the stressors on the basis of type of personality. "Swastha, Mastha , Trasta, Vyastha." Incidentally the reasons attributing to the stress can

be capsuled as *Hurry, Worry . Curry , Marry , Sorry and Brewery*. These are stated concisely but are having noteworthy value. Combating the causes of commotion is an inseparable part of life. Philosophy has thrown the light on this issue in the right perspective. Briefly we can say: Self Awareness (*The awareness of one's own feeling and ability to recognize and manage ones own feeling This factor includes a degree of self belief in one's ability to manage one's own emotions and control the impact on environment.*). Emotional Resilience (*The ability to perform consistently in a range of situations under pressure and to adopt behavior accordingly .The ability to balance the needs of the situation and takes with needs and concerns of individuals involved. The ability to focus on a course of action or need for results in the phase of personal challenge or criticism.*) Motivation : (*It refers to the drive and energy to achieve clear results & make an impact , balance with an ability to perceive demanding goals in the phase of rejection or questioning.*) Interpersonal Sensitivity:: (*It is the ability to be aware of & take account of the means and perception of others in arriving at decisions and proposing solutions to problems and challenges The ability to build from this awareness and achieve the commitment of others to decision sand action ideas. ) Influence ( ability to persuade others to change a view point based on understanding of this position and recognition of the need to listen to this perspective and provide a rational for change) Imitativeness : (Institutive perception of key issues and implication).* Conscientiousness: (*Match words with deeds in encouraging others to support the chosen direction )* The learner feels that inclusion of enhancement in Emotional Intelligence and moral as well as ethical aspect is essential for imbuing on the minds of trainees.

## CONCLUSION

- 1] The unit based training programs designed by external experts are useful to some extent but they are unaware of the internal climate, culture type of leadership, methodology of working. Hence a righter mix of internal & external trainers is essential.

- 2] Relationship in between Emotional Intelligence and stress be comprehended And how to keep the mind in a stable and balanced state needs to be taught thoroughly.
- 3] As age advances; the power of understanding] perceptive/ appreciative/ tolerant] increased but power of retention decreases. Hence a concise and comprehensive annotation/ comment note be provided to the participants.
- 4] Learning is depending upon the interest taken by the trainee in the training. Practicing the principles learnt in real life helps to retain the knowledge gained.
- 5] Whether technical or non technical cader participants are; they are interested in striking a balance in between relation and work output.” The difference of opinion should not result in enmity “ is an art. And every one craves for this knack. It's inclusion in proper perspective in every training program is not only essential but indispensable as well.
- 6] Emotional learning differs from cognitive learning in a number of ways Hence training and development efforts need to incorporate a number of elements Those are capsuled below :

Practice ( Opportunity to practice outside the typical work environment;) Ongoing encouragement and reinforcement from others.( Learners are required to be repeatedly encouraged and reinforced to use the new skills on the job.) Support from the superior ( Supervisors role influences transfer and maintain new competencies.) Experimental Learning : (Experiential activity results in effective social and emotional learning)

Emotionally Intelligent Trainers and Coaches ( *Care & sensitivity should be a part and parcel of training presented.*) Anticipation and preparation for setbacks (*Learners will inevitably encounter setbacks.*)

Training ; when; based on sound ; empirical based

methods will give promising results.

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