Training Methods and Delivery Methodologies

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Introduction:

It is of utmost importance for any organization to continuously have up-gradation in the abilities of their employees and managers. It is not that the enhancement in the performance of their employees and managers are only going to reap benefits for the organizations, but it is also going to lead to their individual developments. It opens avenue for them also for their career growth through enhanced level of knowledge, skills and attitude.

The above can be achieved through 2 methods; it can either be a formal training being organized by the company or the experience an employee/ manager gains over a period of time.

Broad Classification of Training Methods:

There are different approaches and methods adopted by various corporate depending upon their resources and objectives. However, entire range of training methods can be broadly classified under two heads:

1. On-the Job Training Methods
2. Off-the Job Training Methods

1. on-the Job: It is the basic method adopted wherein a trainee is been provided with set or a specific job or an assignment. The core purpose of such method is to inculcate and enrich the trainee with necessary set of skills and knowledge to efficiently perform the job/assignment. Such training methods have shown their suitability to organizations/employees in manufacturing sector. Trainers are generally the set of experienced employees from within the organization.

Core Benefits:
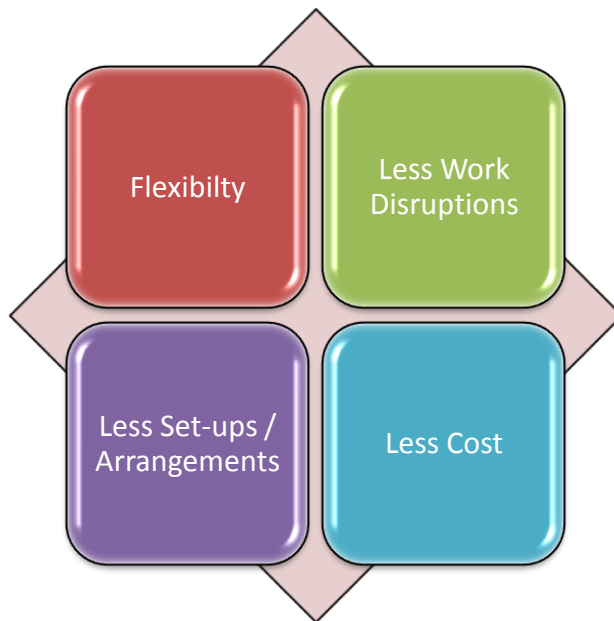
2. Off-the Job:

Such training methods, wherein a trainee is provided training away from the core job ground. The purpose of such training methods reflects importance of *theoretical* knowledge for tasks along with practical experience, via classroom experience session. Such training methods have been found to be efficient for trainees in service sector in general when compared to manufacturing sector. Trainers are generally experts/professionals from outside the organization.

Core Benefits:

Types of On-the Job Training Methods:

JOB ROTATION

COACHING

JOB INSTRUCTIONS

ASSISTANT TO POSITIONS

COMMITTEE ASSIGNMENTS

INTERNSHIPS

a) Job Rotation:

A trainee/employee is shifted from one job/assignment to other over a period of time to have knowledge and understanding of jobs of other domain areas.

+ Advantages:

- Prepares for future higher responsibility
- Scope for Multi-tasking in future
- Understanding about other's job
- Reduce Boredom

- De-rail from hard core job/assignment
- Might hamper regular working of organization (if not planned well)

b) Coaching:

Here, a trainee/employee needs to function under a coach. The coach in return provides guidance and feedback at different levels of the task/job assigned.

+ Advantages:

- *Proper live guidance*
- *On Spot feedback from coach*

− Disadvantages:

- Non-expression of ideas by trainee
- Personal Biasness by Coach

c) Job Instructions:

A step-by-step approach explaining how to go ahead with the task, wherein the trainer interrupts and guides spot-on in case of any error by trainee/employee.

+ Advantages:

- Hands-on / Live experience
- Time Saving in comparison to few other methods

− Disadvantages:

- Chances of accidents prevail
- Highly dependent on trainer's ability

d) Assistant to Positions:

Here a sub-ordinate / trainee is provided with opportunity to work as co-ordinator/ head for certain departments. The core purpose is to prepare and evaluate an individual following the strategy of succession planning.

+ Advantages:

- Tested Future successor identification

– Disadvantages:

- Time Taking

e) Committee Assignments:

It's a common method wherein a group is provided generally with real organizational issues, to be discussed upon for tentative solutions.

+ Advantages:

- Ice-Breaking amongst trainee's
- Skill demonstration opportunity

– Disadvantages:

- No or compromised decision
- Free-Rider's

f) Internships:

Usually imparted to students pursuing technical or professional courses, wherein they apply their theoretical knowledge at real life on a project. Such projects might or might not have stipends and can be both paid and non-paid.

+ Advantages:

- Real working environment exposure
- Guidance for future specialization selection

– Disadvantages:

- Might be non-professional if organization or mentor/ guide not serious
- Non-Learning if working on repetitive projects

Types of Off-the Job Training Methods:

CASE STUDY

INCIDENT METHOD

IN - BASKET

ROLE PLAY

BUSINESS GAMES

LECTURE

GRID TRAINING

SIMULATION

MANAGEMENT EDUCATION

CONFERENCES

ADVENTURE TRAINING

a) *Case Study:*

Here, the trainee/employee is provided with a case study with certain unsolved problem, which is expected to be solved. The case generally have limited set of information to work upon for possible alternative solutions and choosing the best amongst them, which is most suitable for the organization with the existing set of resources. It tests and enhances the analytical and decision making skills of the trainee/employees.

+ Advantages:

- Less Time Consuming
- Less Cost involved

– Disadvantages:

- Non- availability for case on relevant issues
- Improper for inexperienced employees /fresher's

b) Incident Method:

Here, some occurrence or an incident at some organization is provided to a trainee/employee for his decision for such situation. At a later stage, group of trainees/employees carry out discussion on the same.

+ Advantages:

- Flexible
- Inexpensive

– Disadvantages:

- Incidents might be old and not recallable
- Timing of incident/Situations/ resources across companies are different

c) In-Basket:

Trainees/ employees are provided with imaginative set up of an organization with various details of products, services, Staff etc. They further need to make detailed planning and staff allocation etc.

+ Advantages:

- Flexible
- Source for future problem solving

– Disadvantages:

- Time Taking
- Not fit for small set-ups

d) Role Play:

Here the trainee/employee plays a role of an individual in a given situation. He/she interacts with other trainee's carrying other roles. Entire process is generally recorded for self evaluation of performance.

+ Advantages:

- Helps to analyze individual skill level
- Brings in Cohesiveness

– Disadvantages:

- Time Taking
- Low level of participation

e) Business Games:

Here trainees work in groups, with discussion on various domain areas and take decisions for an imaginary company, with imaginary data inputs already provided.

+ Advantages:

- Team Spirit and creativity enhancement
- Skill display/identification

– Disadvantages:

- Might be far away from reality
- Purpose unsolved and just treated as fun activity

f) Lectures:

Traditional training method with a trainer giving lectures on core concepts and ideas. Modern approaches followed in today's time like audio-video set up to enhance its effectiveness, along with merger with other training techniques like case study, business games, simulations etc.

+ Advantages:

- Fit for large no. of trainees
- Scope for On-Spot clarification

– Disadvantages:

- Effectiveness largely depended upon pedagogy of the trainer
- Managing attention for long duration becomes a tough affair

g) Grid Training:

Such training methods last for long durations and follows core steps to plan, prepare, execute and assess, focussing on 2 core aspects:

(i) Concern for People

(ii) Concern for Production

+ Advantages:

- Effective for large set up and long term planning

– Disadvantages:

- Might ignore changing business scenario's over long duration

h) Simulation:

A real life set up and situation is provided to the trainee and is expected to come up decision making considering current resources and existing business situation. It might also involve experience with real set-ups also like Air craft flying etc.

+ Advantages:

- Experience with complicated and complex issues
- Less Costly in long term

– Disadvantages:

- Not practical to create simulation effect at all times

i) Management Education:

Educational institutes and universities are offering short-term courses both in general for corporate as well as customized for few (tie-ups). Example: Executive MBA, certification Course (1 week)

- + Advantages:
- Brushing up with latest theoretical knowledge
- Rejuvenating experience for trainees
- Disadvantages:
- Generally costly
- Sponsorship and leave issues for corporate employees

j) Conferences:

It's a common platform/ venue for discussing ideas/topics and issues of common/similar interest.

+ Advantages:

- *Awareness about different thoughts and latest in related topics*

– Disadvantages:

- *Expensive*
- *Success depended upon credibility and knowledge of speakers*

k) Adventure Training:

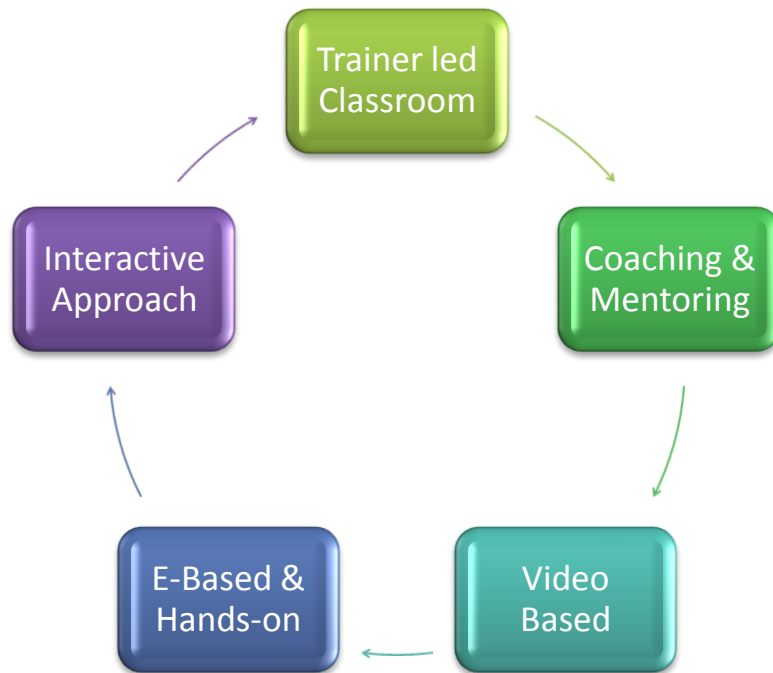*Trainees/ employees are taken out on adventure trips/activities away from workplace.*

+ Advantages:

- Learning with fun
- Increased morale
- Boredom breakdown

– Disadvantages:

- Costly affair
- Time Taking

Training Delivery Methodologies:

The success or failure of training is highly depended upon the way it has been carried. The delivery methodologies play a vital role in this context. There are various delivery methodologies available for trainers in modern context. With advent of internet and simulation software's, it has further taken the next leap in its operation. Some of the most popular methodologies are:

A) Trainer led Classrooms:

One of the most common methods adopted for imparting training. They set-ups can be in-house or outsourced. Trainer's can be both from within or outside the organization.

Equipments and devices range from use of blackboard to audio-video presentations to story-telling.

+ Advantages:

- *Focus on theoretical knowledge base*
- *On-spot doubt clarification option is available*
- *Less costly (If in-house trainer and set-up)*

– Disadvantages:

- *Monotonous at times (if long duration)*
- *Ineffective (if one-way interaction approach is practiced)*

- ***Highly dependent on trainer's knowledge and pedagogy***

B) Coaching & Mentoring:

It involves continuous, live guidance and clarifications by trainers on the spot/ during training sessions.

+ Advantages:

- On-Spot clarification
- Feedback session

– Disadvantages:

- Personal biasness might creep in
- Seriousness of coach or mentor is crucial

C) Video-Based:

These speak for techniques like webinar and online video presentations etc.

+ Advantages:

- Remote access
- Best trainer's can be enrolled
- Self –paced learning option

– Disadvantages:

- Infrastructure set up (PC, internet etc.)

D) E-Based & Hands-On:

This involves use of computer, internet, software's etc.

+ Advantages:

- Better understanding
- Easy application and flexibility

– Disadvantages:

- Costly affair (Requires set up)

- Poor trainers can ruin the entire program

E) Interactive Approach:

In order to retain the attention level and involvement of the trainees, such approach is adopted . It involves techniques like group discussion, role plays etc.

+ Advantages:

- Breaks boredom
- Trainee involvement

– Disadvantages:

- Time Taking
- Might de-track the core training objective

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Assignment(s):

Assignment 1:

Make a comparative study of on-the job Vs Off-the Job training methods. (10 marks)

Assignment 2:

"It's always better to have a blended learning rather than using a single methodology while imparting training". Comment (10 marks)

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