

Training Implementation In Large Organizations,

A Thought Cum Implementation Document

Introduction

We don't know a millionth of one percent about anything

(Thomas Edison (1847-1931) U.S. inventor and the Founder of General Electric Company Limited)

Often organizations subscribe to a hugely popular but rarely admitted training fallacy, that training is not as natural as any other activity that the organization and its workforce conducts for its survival and growth. They tend to look at the training department as a bunch of lofty idealists, far removed from the grime and rut of their daily “operational” survival. Good-looking HR personnel often speaking in a language best understood by themselves and not the audience is another way line personnel think about the training team.

Line functions tend to look at the training department as a bunch of lofty idealists, far removed from the grime and rut of their daily “operational” survival.

Much of this disconnect stems from line functions natural aversion to any schedule that does not bring them money. Another reason why some of the well-intentioned training schedules go belly up is the absence of buy-in from all the stakeholders.

Some of our surveys throw up interesting comments on training:

1. Training is just another “demand” on our time by the management, attendance is compulsory but there is no proportionate decrease in targets and timelines. They remain the same.
2. Training team has a KRA; they use us as guinea pigs to attain their own targets.
3. Training platform is used to indoctrinate us with all the unstated agenda's that the management wants to implement.
4. Training platform is used as a leverage to make us feel that we are incompetent.
5. Training is an activity for activity sake; there are no follow-ups, no hand holding, no pro-active action on training feedback.

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Our Take

This is a question for the reader, how did you learn to **READ**?

Training is a very natural activity. Our parents spent hours in training us become trainable! We could walk, we could talk and we could comprehend... all because, little by little, our parents, grand parents, interested neighbors and their friends, and even casual strangers took time to teach us something new. As we



were changing from a fragile infant to a toddler with a “personality”, we did not realize that the entire universe was spending thousands of hours training us to become what we are!

As we grow older, we test our beliefs in practice, and once these beliefs mature, they become our personal paradigms. Growing older, in life and in organizations, our points of view become rigid; we stop believing in the need to train ourselves. Figuratively, we stop sharpening our axe and continue splitting the logs in our lives.

Propagating Training As A Way Of Life

For successfully implementing any large-scale training plan, we need to first get the stakeholders to buy-in on the need for training.

Each individual comes into life with a purpose in life; our entire lifetime is spent in quest of understanding this purpose. In this quest, the hours we spent in our employment has special importance. A training programme’s ultimate aim is to add meaning and muscle to one of his favorite past times in life. Working for his employer.



A sense of calling is the heart of empowerment, and, only empowered employees can be trained. Those who believe that they do not need training cannot be administered training. It is not a bitter pill that can be forced down. Training has to be imbibed. This also is the fundamental difference between Training and Instructing. Instructions are only meant to be followed.



Taking into account the above, it is imperative that a large-scale training programme be rolled out with great energy, enthusiasm and above all, genuine passion.

How To

You have a training need analysis report, and you also have your content and trainers ready, you send a mail to all employees announcing generic and functional training programme, and you seek volunteers. Nothing happens. You send multiple reminder mails, and then all those people in the organization who knows you personally, volunteer for the same. But that is hardly 5% of the population who actually claimed that they needed training!

The training programme should be rolled out with just the same amount of planning, enthusiasm and training (of the training personnel) as your company would roll out a new product. It should enjoy more (and not less) top management time and should capture as much mind share as a prominent gossip in the company (example, the CEO exit or the news of a probable IPO).

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Some of the steps that would aid in this activity are the following:

1. Initiating a survey into training interest levels within the organization:
 - a. Do you believe that training of self is an integral part self-development?
 - i. Yes
 - ii. No
 - iii. Depends
 - b. Is there some functional or behavioral area that you would like to improve upon?
 - i. Yes
 - ii. No
 - iii. I don't know
 - c. If given a choice, would you nominate yourself to a training programme organized with you in our mind?
 - i. Yes
 - ii. No
 - iii. Depends on my supervisors sanction
 - d. When was the last time you attended a structured, planned training programme?
 - i. In the last 90 days
 - ii. In the last 180 days
 - iii. In the last one year
 - iv. Its been over a year
 - v. I have not attended one.
2. Creating a Training Intention survey report and converting the same to a presentation
3. Calling for a Training Kick off meeting of top management and present the Training Intention Survey details. The agenda should ideally discuss the following:
 - a. Current Interest Level towards training.
 - b. Whether there is a concern in terms of interest level
 - c. Actions required on the top managements part to ensure that training exercise gets and additional boost
 - d. Ideas on how to make this programme a success
 - e. Blocking of top management calendar, at least 3 working days every month purely to be dedicated to training.
 - f. Getting the training budget approved:
 - i. Training Promotion
 - ii. Training Logistics
 - iii. Training Content
 - iv. Training Delivery
 - v. Training Coordination/Anchoring
 - vi. Training Efficacy Analysis and Consulting
 - vii. Training Implementation Documentation for Business Continuity.
4. Preparing the role chart for various functions involved in training implementation

Planning for Training determines how successfully the training activity will in itself succeed

Training Intention survey gives a realistic picture of how amenable to training are the various cadres in the firm

- a. Admin anchor
 - b. Trainer anchor
 - c. MIS anchor
 - i. Attendance reports
 - ii. Assessment reports
 - iii. Feedback documentation
 - d. Corporate Interface
 - i. Who provides a weekly presentation on status
 - ii. **Note: If all the roles are based out of corporate office, the personnel handling such roles should be advised to present their own status update. When accountability passes on to the first line, be prepared for ready replacements, some of your employees might quit.**
5. Identifying talent to take charge of these roles, training them and arming them with process flow charts and formats.

For successful training delivery, the training team itself should be passionate and competent to see it through.

Assuming that the above is done and you are empowered with money from finance, and motive from your management counterparts, it is time for putting our intentions into operations.

Some of the important components in operationalizing training activity are discussed in the following chapters.

1. **Training Promotion:** The need for any large scale training roll out to be promoted has been discussed in the beginning. Let's now discuss the various activities that an organization can choose to implement. The agenda being:
 - a. Creating hype, capturing mind share
 - b. Sustaining the momentum
2. **Creating Hype:**
 - a. Branding Activities:
 - i. Branding activities for any product, in this case, a concept, is primarily aimed at the following:
 1. Creating a unique identity for this concept, which will be different from other activities.
 2. Creating a top of the mind recall factor for the concept
 3. Initiate a movement within the organization through inspired creative(s). Effective branding should lead to more and more people speaking about the concept and believing in the message.
 - ii. **How To:** The following is a list of possible choices from which the organization, based on budgetary allocations, may choose.
 1. **Choose a theme:**
 - a. **A Tag Line** that would best describes how integral training is to your organization.
 - i. We believe

Training Promotion aids in Creating Hype and suppressing idle criticism from armchair philosophers. It also aids in capturing mind share

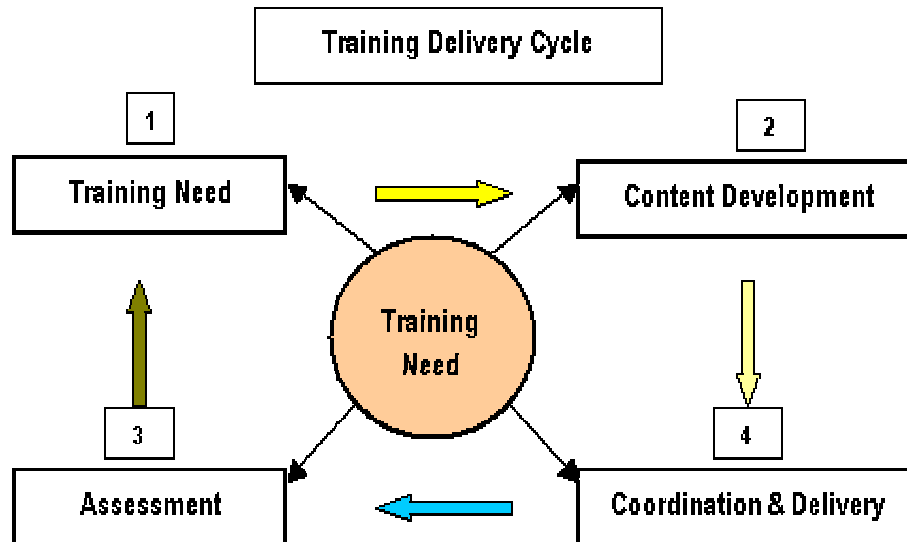
- ii. Gunning for Success
 - iii. Ye training ki baat hai
 - iv. Aam Zindagi trained Zindagi
 - v. Udaan
 - vi. Hum Honge Kaamyab
 - vii. IF, a poem by Rudyard Kipling
 - viii. Empowering transformation
 - b. **A Training Anthem:** A Theme song or music that compliments the theme.
 - i. I have a dream
 - ii. Ashayein mere man ki
 - iii. An Inspiring video that is played at the beginning of every training interaction.
 - c. **A Training Mascot:** The training Mascot can be an individual or a character from an epic etc
 - i. Arjuna the Archer
 - ii. Dronacharya
 - iii. Louise Armstrong (Its Not about the bike) etc.
 - d. **A Training Ambassador:**
 - i. May be a best performer
 - ii. May be a well known personality within the firm
 - iii. May be the Mentor to the CEO who drops into various sessions and shares the CEO's vision pertaining to the company and his passion for training workforce.
2. **Create Branding Materials** to run with the theme
- a. A Training Calendar
 - i. Table Top Version
 - ii. Flash Version
 - b. Training Posters
 - i. Information posters
 - ii. Teaser posters
 - c. Training Standees
 - d. Branded and Co-Branded Training Communiqués
 - i. Invites to participants
 - ii. Invites to trainers
 - iii. Feedback forms

The right Training Tag Line will add the extra punch to promoting training within a firm.
Eg: "Empowering Transformation, Promoting Excellence"

Branding ensures high visibility and connect with the training vision

Other Phases in Training Delivery

Training is divided into various phases, which are interlinked, it is called the training delivery cycle.



Training Need Analysis

Training Solution starts with assessment of need. Hence, the first stage for any training solution is need analysis, where the organization aggregates the key training needs of all stakeholders at various levels. Factors to be considered in training need analysis are as follows:

- Sector to which the organization belongs to
- Organizational requirements in terms of competencies
 - Functional
 - Managerial
 - Behavioral
- Training Need Analysis-Employee Perspective
 - Product Training
 - Outcome expectation from training analysis
- Training Need-Supervisor Perspective
 - Content of training
 - Form of training
 - Periodicity of training
 - Expected outcome from the training exercise
- Training Need- Organizational Perspective
 - Need analysis (business perspective)
 - Cost analysis
 - Ability self-analysis
- Training Prioritization
 - Phase wise
 - Region wise
 - Module wise
- Batching and Scheduling

Content Development

After training need analysis content is developed. The following factors may be taken into consideration while at this:

- ❑ Objective Setting
- ❑ Mapping of content and delivery to target audience comprehension skills
- ❑ Methodology to transfer the learning
 - Case Study
 - Role Plays
 - Activities
- ❑ Training of the Resource Pool (Trainer)

Content can be of various forms

- ❑ Power Point Presentations – Visual Effect
- ❑ Interactive Participants work book – Case study orientated
- ❑ Out of class training: Example a days outbound to enhance team work

Delivery

An effective Trainer or facilitator is one of the major factors that determine the success of training delivery.

Delivery is off three types

- ❑ Instructional Delivery
- ❑ Online Delivery
- ❑ Remote Delivery (Video Conference)

Training Methodology: Methodology depends on the content and the intellect of the participants.

- ❑ Instructional or Classroom Training: Where facilitator will be present and conducts the session using the ppts and handouts.
- ❑ Interactive: Where the participants or facilitator will be interacting with each other to solve a particular problem, its is suggest able for senior level management.
- ❑ Outbound Training: Focused on experiential Learning, which is based on simulation activities with debriefing to understand the learning and understand the relation at work place.

Coordination

Coordination is to take care of everything start from the planning stage, to Execution stage. Coordinator will take care of every minute detail.

Coordination includes

- ❑ Pre event co-ordination
- ❑ Post event co-ordination

- Participant's engagement
- Client engagement
- Logistic support
- Liaising with all the stakeholders involved
- Accommodation and Stay arrangements
- Financial Transaction
- Quality Maintenance

Assessments

Assessment is carried out to check the effectiveness of the training program in terms of

Feedback: Feedback will be taken from participants and from client to ensure the proper execution of program in terms of

- Facilitation
- Impact
- Effectiveness
- Coordination

Review: Periodic reviews will be done to ensure the whole roll out plan is proceeding with minimal errors and to check the scope of improvement. Reviews can be

- Internal Review - Effectiveness of Training
- External Review – Effectiveness of Vendors

Audit: Audit is carried out in the following areas:

1. Expenses incurred
2. Attendance Audit
3. Feedback Audit
4. Delivery form and content audit.

Props Required:

The below mentioned props are required for the conducting in classroom training program.

1. LCD Screen with Stand
2. Speakers
3. Whiteboard
4. Flip Charts
5. Markers
6. Duster
7. Handouts
8. Pads
9. Pens
10. Audio Systems
11. Video Capturing (where required)
12. Other Branding Tools

Logistics

Training calendar

- ❑ Training Calendar contains the dates on which the training starts, total no. of days the training will prolong and the day it ends.
- ❑ It can be designed keeping in view the total strength to be trained and the total number of trainees, which can be accommodated in each batch.
- ❑ Also before designing the calendar the reporting date of the employee, their availability to attend the program and the volume of training content should be considered. Such considerations reduce the faults that can arise.
- ❑ A checklist with various components is created for effective logistics handling. This contains timelines (Training Day-X) for activity to be completed.

Resource Allocation.

- ❑ Resources are required for Front-end and Backend activities.
- ❑ Front end support will be present at the training venue to facilitate the training program in terms of:-
 - Escorting the guests, trainer and trainees to the venue.
 - Preparing the training hall before training starts.
 - Ensuring that all training props are in place
 - Time keeping
 - Ensuring smooth stay
 - Feedback collection.
- ❑ Back end support ensures that everything needed in the front-end is available before training starts.

Travel Booking

- ❑ All travel bookings to be done well in advance
- ❑ Done after discussing the mode of travel by the various stakeholders.
- ❑ Intimation to the trainees well in advance.

Contingency

- ❑ Before booking the tickets, conformation of participation from all the trainees and guests is mandatory.
- ❑ Any changes in the travel schedule or last minute dropouts should be immediately informed to the agent handling the bookings.
- ❑ Extra stationary, resource and alternative training venue should always be available.

Training Venue

- ❑ Following things has to be taken into account before deciding upon a training venue.

- ❑ Availability of the venue for the entire training program.
- ❑ Distance of the venue from the airport or railway station (depending upon the mode of travel.)
- ❑ Training hall should be spacious, well ventilated and clean to accommodate everyone.
- ❑ Availability of hygienic food and water.
- ❑ Stay Rooms to be clean.
- ❑ Menu on offer

Participants Logistics

- ❑ Traveling Details (To and Fro)
- ❑ Transport required during the training program (Outbound Training)
- ❑ Pick up or drop required

Other Training and Branding Props

Training Props planned for a training program are as follows:

HTML Mailers: Mailers will be prepared and sent to participants asking for the confirmation

Invites: Invite document will be prepared and sent to participants to invite them for the training program

Session Schedule: Schedule will be prepared to understand the sequence of session with respective timings.

Thought of the Day: Every morning sms will be sent with an inspirational thought' to the participants as a feel good factor.

Posters: Posters will be pasted at the training venue, according to the session, like sales related cartoons etc, to make the participants not to feel training as a typical classroom lecture.

Banners: Banners will be displayed outside the training venue.

Evening Movie: Inspirational movies like 'The Pursuit of Happiness' may be shown to the participants at the end of full day training. This aids in team binding in an informal atmosphere.

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