

NEW PARADIGMS OF TRAINING AND THEIR IMPACT

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Abstract :

Article focuses on basics of training in relation with the new trends; Most importantly, organizations change in many ways, and behaviors and results change depending on these, as well as on training. This article aims to throw light on crucial insights on training for the benefit of HR professionals and strives to delineate the changing trends of training to meet unprecedented need for new skills and knowledge. While keeping the basics intact. This article further mentions that training can be measured in terms of outcome using Kirk Patrick Model. The very purpose of the research article is to guide aspiring & practicing HR professionals to structure the training practices as per the needs of the organization and also ensure that evaluation acts as a check to fill the skills gaps within the organisation in a cost effective way.

Key words: *Training, Impact, Evaluation, Corporate world, Kirk Patrick Model.*

Introduction

Training term per se sounds age old and familiar, etched even on a layman's mind as a process where people are taught something, however we all should be apprised about mutations it has undergone owing to an array of reasons, changing business trends have influenced the way people are trained today, the word training is gradually getting replaced with the much touted learning, to feel the impact factor. Video training, online training, tele-training, social network interface training etc, are the buzzing trends, the changing scenario of these various methods may be attributed to a host of factors namely IT revolution, changing economic conditions market conditions, globalization, privatization etc. Today MNCs are typically characterized by paucity of time and expect the new incumbents to hit the ground running, produce impulsive and palpable results; hence the desire of top management to save training expenditure on imparting basic skills also influences the recruitment approach of the company. The emphasis today is on time and cost for training and its correlation with the impact of training. ROI (Return on Investment) on training has become an inevitable issue to contemplate upon, owing to a bag full of reasons like reducing profit margins, ever changing customer demands and choices, declining customer loyalty, cut throat competition, employee attrition etc. hence the top management / CEOs are circumspect to invest huge money on training, which makes them apprehensive about the outcome of training being against their favour. Outsourcing a training function in various domains is seeing frequent hopping from one service provider to the other, reasons for this being ROI and impact of training.

According to Uday Pareek & Rolf Lynton in a book titled "**Training for organizational Transformation**", Training need across sectors and organizations triggers because of three crucial reasons.

- a. Outwardly changes in the business scenario, situations & styles.
- b. Making up for deficiencies and shortfalls to ensure the firm does not lag behind and is able well spruced up to face competition.
- c. Overcome cultural differences, educational backgrounds.

The foremost concern in the 21st century has shifted from improving of individuals to contributing to better functioning of organization and enhancing its skill sets to combat the changing business climate and enjoy a competitive edge over the rest of business players, from the host of the training methods, every training manager expects a better outcome depicted through increased performance and decreased errors. Harnessing the potential benefits of a training function is the need of the day.

Training from Trainees Perspective

Having deputed to attend the training program, trainees experience with regard to the training program is a mixed bag. A few realize that, it could well be a springboard for success and it is vital to implement the learning of the same on to their respective roles in order to grow, sustain and compete, cope up with the mutations in the business climate, while others take it as an opportunity to get treated in a royal way, and feel its pleasure time, an avenue to destress, A few smart corporate executives leverage the most out of the training program by blending both the above mentioned ways.

Training from Company's Perspective

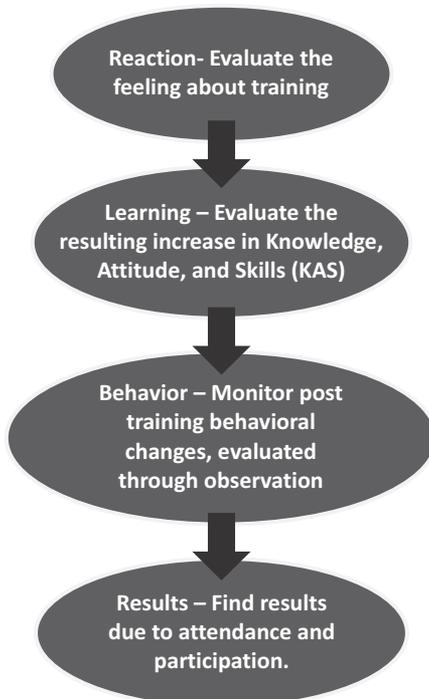
Corporate world today is embracing much valued "**High Leverage Training (HLT)**" HLT constitutes of equipping employees with basic skills, advanced skills, Product knowledge, Customer Behaviors skills, these components are eventually linked with strategic business goals, thereby clarifying the goals of an organization & employees and ensure mutual compatibility. It further believes in having a holistic approach. Many training programs taken up at scores of companies have proved futile and have also failed to fulfill the intended objectives, the possible reasons for the same could be faulty designing of the program, improper evaluation, non aligned to strategic objectives of the organization. Training programs conducted across the sectors/ industries should strive to make the trainees learn crucial job related competencies categorized under various heads like verbal information, attitude transformation, cognitive skills, intellectual skills & Motor skills

Training from Trainer's Perspective

Trainer is like a captain of the ship and is expected to direct the organization, imbibe critical skills to the trainees and make the ship called organization to reach a safe shore from rough weathers and troubled waters. However many times the trainer is inhibited by many bottlenecks like financial issues, disinterest of the top management, and lack of zeal amongst the trainees. One of the constraints faced of late by trainers and training function per se in tier I and II cities is the reluctance on the part of top management & key Stakeholders to pursue and incorporate it into their organizations, the reason for which is a mystery to be unraveled upon, sheer analysis of the same would enhance the appetite & enthuse a training consultant.

Training Evaluation

To ensure training efficiency in the organization, it is recommended to have an evaluation mechanism in place. Donald Kirkpatrick, An American practitioner and training consultant provides valuable insights about the evaluation through his "Evaluation Training Model". Patrick's model is based on four parameters.



Source: www.mindtools.com

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Methodology:

- Data collected for preparing this research article is secondary in nature Secondary source: Articles, write-ups, earlier research publications, books available physically and electronically

Findings & the way forward

- There are many methods and tools available for evaluating the effectiveness of training programs. Their usability depends on the kind of training program that is under evaluation. Generally most of the organisations use the Kirk Patrick model for training evaluations which evaluates training at four levels - reactions, learning, behaviour and results.
- By going through and analyzing each of these four levels, we can gain a thorough understanding of how effective your training was, and how you can improve in the future.
- Most of the evaluations contain themselves to the reaction data, only few collected the learning data, still lesser measured and analysed the change in behaviour and very few took it to the level of increase in business results

Conclusion:

It is essential for a training coordinator/ manager to evaluate the impact of training, as it facilitates him/ her to gauge the success of the training , unless a manager periodically takes measures to evaluate what they are doing, it can't be ascertained how well the training objectives have been achieved.