Module III: Training Methods and Trainer's Skills and Styles

Training & Development- SESSION 20

Topics

Module III: Training Methods and Trainer's Skills and Styles Cont...

Traditional Training Methods

Objectives

Following this presentation you should be able to complete the following objectives:

- *Describe the Training Methods and Trainer's Skills and Styles*

7. Self-Directed Learning

◘ Employees take responsibility for all aspects of learning:
  - ▪ **When it is conducted**
  - ▪ **Who will be involved**

◘ Trainees master predetermined training content at their own pace without an instructor.

◘ Trainers are available to evaluate learning or answer questions for the trainee.

Self-Directed Learning (continued)

Advantages

- Learn at own pace
- Feedback about learning performance
- Fewer trainers needed
- Consistent materials
- Multiple sites easier
- Fits employee shifts and schedules

Disadvantages

- Trainees must be motivated to learn on their own
- Higher development costs
- Higher development time

Steps to Follow for Better OJT
Part 1 of 3

1. Establish policy.

Prepare a written description that puts the organization "on the record" as committed to supporting a structured OJT approach. Make sure that the purpose of structured OJT is spelled out and is related to the company's other HRD efforts.

2. **Establish accountability.**

Make clear who is primarily responsible for OJT. Write it into their job descriptions; then ensure that part of their performance evaluation is based on how well they carry out this responsibility.

3. Review precedents.

Make a few calls to find out what other organizations in your industry are doing about structured OJT. Do they provide training on the subject? If so, to whom? For how long? What is the course content? What cost savings can be traced to it? Use this information in efforts to design your program.

Steps to Follow for Better OJT
Part 2 of 3

3. Review precedents continued.

It will also be useful in case your attempts to improve structured OJT in your organization come under attack. Nothing quiets critics faster than pointing out "our competitors-or excellent firms in the industry-are doing it!"

4. **Design & routinely give training on the principles of structured OJT.**

Supervisors and experienced workers are the most likely ones to conduct structured OJT in the workplace. In most organizations, they do not know how to do it. Teach them how and then sit back and take credit for the fantastic results!

Steps to Follow for Better OJT
Part 3 of 3

5. Provide specialized support for line managers who use structured OJT.

In most organizations, certain jobs are common entry points for employees. Design "off-the-shelf" lesson plans, job aids,(checklists, procedures manuals, and training manuals), individualized learning contracts, and individualized training progress report forms for those jobs. They will save time and effort while improving the quality of structured OJT. Making that kind of support available enhances OJT by providing users with the tools to do it-and makes the HRD department a real partner with line management in improving structured OJT.

6. Consider literacy skills.
Do not assume that employees—or, for that matter, supervisors—are highly literate. Indeed, take advantage of efforts to improve OJT to assess performance problems that can be traced to literacy issues.

Off-the-job Methods:

Off-the-job training is conducted in a location specifically designated for training. It may be near the workplace or away from work, at a special training center or a resort Conducting the training away from the workplace minimize distractions and allows trainees to devote their full attention to the material being taught-

Lectures and Demonstrations

- Lecture is one of the most frequently used and oldest forms of training.

- When the trainer begins a training session with by telling the trainees the objectives , the agenda and the process that will be used in training , the trainer is using the Lecture Method.

- Straight Lecture / Lecturette (a short lecture)

  ➢ It is a presentation of information by the trainer.

  ➢ It can be oral or in the form of printed text.

  ➢ The trainer must be clear and articulate and must be familiar with the use of microphone if large number of trainees are present.

  ➢ **When the training objective is to acquire specific information , increased learning can often be achieved at less cost by putting the information into text.**

Lecture / Discussion Method

- The lecture/discussion method uses a lecturette to provide trainees with information that is supported, reinforced, and expanded on through interactions among the trainees and between the trainees and the trainer.

- Added conversation has much greater power than the lecture.

- It provides two way flow of information.

- Both the trainees and the trainer can ask the question.

- Questioning and encouraging the response leads to effective use of this method.

➢ Open ended and Close ended questions

➢ Overhead and Direct questions

➢ Reverse question

- Encouraging trainees to respond

Demonstrations

- It is a visual display of how to do something or how something works.

- It is the most useful when your training objectives are to increase knowledge and skills (technical or interpersonal)
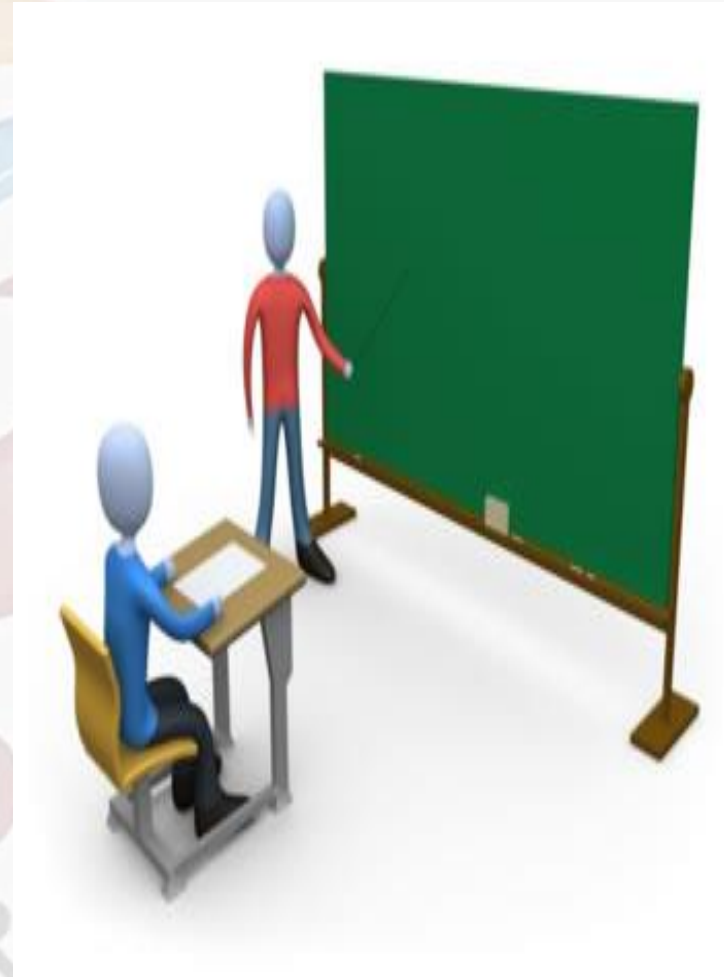
- **Costs** : Development costs, cost of ancillary materials , compensation of trainee and trainer time spent in training, cost of training facility , travel , lodging and food.

- **Control of material and process :** High degree of trainer control over the training process. When the training becomes more interactive , trainees are able to exert more power.

- **Learning objectives** : It is most useful to fill the gaps in trainee knowledge or address attitudes that conflict with the training objectives. For depth knowledge printed or video lecture is effective. If the training objective is skill improvement, Demonstration is appropriate.

- **Learning process** : Attention (Lectures does this Best out of all three) , retention and behavioral reproduction.

- **Behavioral reproduction** : lecture/discussion does not provide for practicing actual behavior.

- Training group characteristic

- ▪ Trainees

- ▪ Size of Training Group

Conferences:

A meeting of several people to discuss any subject is called conference. Each participant contributes by analyzing and discussing various issues related to the topic. Everyone can express their own view point.

Vestibule Training:

This method of training is used to train technical staff, office staff and employees who deal with tools and machines. Employees learn their jobs on the equipment they will be using, but the training is conducted away from the actual work floor by bringing equipments or tools to certain place where training is provided, but not work place. Vestibule training allows employees to get a full feel for doing task without real world pressures.

Vestibule training is provided to employees when new or advanced equipment or tools introduced in to the organisation to do a particular job by using them. For this purpose such equipment is brought to a separate place to give demonstration and train how to use and that handle it by employees safely.

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