



CAIIB

Module-C Unit-4

Human Resources Management



CAIIB HRM Module C Unit 4- Training Methodology

Initiatives of the Government of India on Development of General Skills of Masses

- **First-ever Indian Institute of Skills:** The Government of India has laid the foundation stone of 'Indian Institute of Skills' in the country in Kanpur on December 19, 2016. Ministry of Skill Development and Entrepreneurship in partnership with the Institute of Technical Education, Singapore, decided to open the Institute inspired by the Singapore model of Training. The Institute would adopt various best practices from the country.
- **Kaushal Pradarshini (Skill Exhibition) for the youth of Uttar Pradesh:** The Government of India launched an array of skill development initiatives, including **Pradhan mantra Kaushal kendras (PMKKs) and Drivers' Training Institutes**. Ministry has decided to open 100 Driver Training Institutes all across India soon. National Skill Development Corporation (NSDC) has signed a MOU with OLA cabs which needs 1 lakh drivers.
- **IndiaSkills Competition - 2016: 'Skill India'** celebrated its first anniversary on 15th July 2016. To mark the day, the President of India has inaugurated the first edition of 'IndiaSkills Competition' on the occasion of World Youth Skills Day. IndiaSkills is a national competition steered by the **Ministry of Skill Development & Entrepreneurship (MSDE) and National Skill Development Corporation (NSDC)** to select the best talent who will lead India's participation at the biennial WorldSkills International Competition which is scheduled at Abu Dhabi in 2017.
- **Pradhan Mantri Kaushal Vikas Yojana (PMKVY):** Launched on July 15, 2015 by the Government of India, PMKVY is the flagship outcome-based skill training scheme of MSDE. It is also India's largest skill certification scheme with the objective to enable and mobilize a large number of Indian youth to take up outcome-based skill training and become employable and earn their livelihood. Government has approved the scheme for another four years (20-16-2020) to impart skill training to 10 million youth of the country with an outlay of Rs. 12,000 crores. It is being implemented through **National Skill Development Corporation (NSDC)**.
- **Pradhan Mantri Kaushal Vikas Kendras:** The Ministry of Skill Development & Entrepreneurship (MSDE) is also working towards the creation of PMKVKs under the 'Skill India Mission' of the Government of India. The target is to deliver training a minimum of 1 lakh candidates annually.
- **National Apprentice Promotion Scheme (NAPS):** NAPS is a new scheme of Government of India to promote apprenticeship training and increase the engagement of apprentices from present 2.3 lakh to 50 lakh cumulatively by 2020. The scheme focuses on sharing of 25% of prescribed stipend subject to a maximum of Rs. 1500/- per month per apprentice to all apprentices with the

employers. It was notified on August 19, 2016. Government supports Rs. 7500 for a maximum of 500 hours for basic training.

- **Directorate General of Training (DGT), MSDE – Academic equivalence to ITI Course:** DGT, MSDE and National Institute of Open Schooling under Ministry of Human Development signed an MoU on July 14, 2016 to put in place a system for academic equivalence to ITI qualification and provide options to meet aspirations of those candidates of ITI system who want to attain higher academic qualification in addition to their skills.

Learning Organisations

- **‘Organisational learning’** is a process of continuously redefining people’s beliefs and perceptions about how things work. A **‘Learning Organisation’** is an organisation which is not only skilled in creating, acquiring and transferring knowledge but also at modifying behaviour to reflect new knowledge and insights.

Essential Features of ‘Learning Organisation’

- It is a place where high quality human learning goes-on on a continuous basis
- It is a different kind of social system than what has been the dominant concept of organisational theory
- It is an organisation that is organized beyond a stable state.
- The objective to transform is to learn and grow and change, as opposed to the traditional bureaucratic models of organisational structure.
- It is a place where the capacity to be creative and innovative is continuously expanding.
- It endeavours to unlearn old and obsolete knowledge and to acquire new knowledge and enhancing the existing knowledge.
- It creates open and frank communication channels – vertical, horizontal and cross-sectional – interdepartmentally and interpersonally.
- It is a place where the human being are encouraged to unveil their creative ideas and knowledge for its competitive advantage
- It disseminate learning and shared knowledge and vision throughout the organization.
- It keeps the company in a state of constant change.
- The ultimate objective of the Learning Organisation is to develop core competencies for forging ahead with change of times.

Training Methodology

On-the-Job Training Methods:

- On-the-job training methods emphasize on learning while an individual is actually engaged in work. There are several ways in which on-the-job training can be offered.

Coaching Method:

- A person can learn when he is put on a specific job. He/she can develop skills for doing the job better if he/she is given some guidance either in the form coaching or working as understudy.
- Coaching involves direct personal instructions and guidance usually with demonstration and continuous critical evaluation and correction. Under this method, the superior acts as a guide and coaches the trainee as to what he wants them to do, suggests how the work may be done, follow-up suggestions and corrects the mistakes.
- **Merits:** It implies learning by doing, it requires least centralised co-ordination from staff, immediate feedback and periodic evaluation enable the trainee to learn the job easily and without mistakes.
- **Demerits:** The trainer may impose upon the trainee his/her work habits, ideals, beliefs and methods of doing the work thus the trainee lacks innovative capabilities; The effectiveness of coaching methods depends on the ability of the trainer.

Understudy Method:

- This method is also known as '**attachment method**'. Under this method, a person is picked up and subjected to training so that he/she, in future, assumes the duties and responsibilities of the position currently held by his/her superior.
- '**Understudy**' method is aimed at providing a person who is going to replace the existing superior. A manager can pick up a subordinate and train him by assigning a project which is most closely related to the work of a superior.
- **Merits:** The learner's motivation and interest would be high, the superior may be relieved of heavy work load because he/she can delegate a part to the trainee, the trainee could develop necessary leadership qualities, this method ensures continuity of managerial talent even when the superior leaves the department or organisation.
- **Demerits:** Breeds demotivation among other subordinates, if a wrong person is selected as trainee there are chances for doing unpardonable errors which may cost the organisation severely.

Mentoring Method:

- Mentoring is most often defined as a professional relationship in which an experienced person (the mentor) assists another (the mentee) in developing specific skills and knowledge that will enhance the less experienced person's professional and personal growth.
- The mentor does not evaluate the mentee with respect to his or her current job, does not conduct performance reviews of the mentee, and does not provide input about salary increases and promotions. This creates

- A safe learning environment, where the mentee feels free to discuss issues openly and honestly, without worrying about negative consequences on the job.

Coaching Method characteristics:

- Managers coach all of their staff as a required part of the job.
- Coaching takes place within the confines of a formal manager-employee relationship.
- Focuses on developing individuals within their current jobs.
- Interest is functional, arising out of the need to ensure that individuals can perform the tasks required to the best of their abilities.
- Relationship tends to be initiated and driven by an individual's manager.
- Relationship is finite – ends as an individual transferred to another job.

Mentoring Method characteristics:

- Takes place outside of a line manager-employee relationship, at the mutual consent of a mentor and the person being mentored.
- Is career-focused or focuses on professional development that may be outside a mentee's area of work.
- Relationship is personal – a mentor provides both professional and personal support.
- Relationship may be initiated by a mentor or created through a match initiated by the organisation.
- Relationship crosses job boundaries.
- Relationship may last for a specific period of time (nine months to a year) in a formal program, at which point the pair may continue in an informal mentoring relationship.

Job Rotation Method:

- In this method, a person is assigned jobs in various departments of the organisation at given intervals. The major objective of job rotation training is to broaden the skill base of the trainee.
- He/she can learn the working of various sections and departments of the organisation which helps in developing an integrated view of the organisational functioning and makes him/her more versatile and compatible.
- **Merits:** It brings new and innovative ideals at work place, it enhances the maturity and broadness in view which helps in taking fruitful decisions, it provides equal opportunities for all employees for their career development, it eliminates the chances of monotony, boredom and also vested interests, it provides a level playing field to test the talent, intelligence, abilities, attitudes etc. and promotes inter-departmental cooperation.
- **Demerits:** It involves frequent transfers which may cause problems and inconveniences for employees and organisation; in the initial time of learning in each job.

There may be chances for committing errors / mistakes; it may result in certain dysfunctional behaviours in terms of jealousy, non-cooperation, friction within the departments.

Apprenticeship Programmes:

- Apprenticeship is like understudy in which the trainee is put under the supervision of a person who may be quite experienced in his field. Many organisations have to take trainees under Apprenticeship Act. Besides various organisations also take apprentices to fill their requirement of skilled personnel.

Special Projects:

- Under this method, a trainee executive is assigned a special project involving heavy responsibility. The trainee is expected to study the project, understand the problem issues and prescribe appropriate solutions and make recommendations on the viability of the project.

Committee Assignments:

- This is similar to the special project method. However, here the trainee executives become members of special committees designed to solve specific problems. The executives as a team study and discuss the problems assigned to it and submit the report containing various suggestions and recommendations.

Off-the-Job Training Methods:

- In off-the-job training method, a trainee has to leave his/her place of work and devote the entire time for training purpose. These methods can be followed either in the organisation itself or the trainee may be deputed to specialized institutions for undergoing training courses.

Case Study Method:

- Case study method of training has been developed by Harvard Business School of USA. This is one of the frequently employed methods of executive development.
- In this method of training, the trainees are given a business situation as a case to appraise and analyze it thoroughly. The trainees study the case and suggest solutions for the given problems under the case.
- Each member of the group is asked by the instructor to present his analysis and to comment on the analysis of others. At times, members are required to respond the queries of other members and instructors. This process helps to develop analytical skills among participants.

Role Playing:

- Role Playing technique of training is used in groups where various individuals are given roles of different managers who may be required to solve a problem or arrive at a decision.

- At the end of the role playing session, usually there is a critique session in which the trainees are given feedback about their role playing. This helps the trainee to develop better perspective in performing jobs.
- This method would be helpful in understanding human problems and conflict being encountered in a situation and provide an opportunity for the trainees to enhance their sensitivity, growth and human relations.

Management Games:

- Management Games refer to the classroom simulation exercises in which different teams consisting of individual executives are required to compete with one another in order to achieve a given objective.
- Here, an artificial atmosphere close to the real life situation is created in which the participant executives play a dynamic role and enrich their skills through involvement and simulated experience.
- The team usually consists of two or six members and each team takes decisions on level of production, level of inventory, price, expenditure on advertisement, marketing and the amount of expected profits under hypothetical conditions. The trainer gives the feedback to every Team after every period. In the light of this feedback, each team can evaluate its decisions and may modify them to arrive at better results.

In-basket exercises:

- In basket exercise is a simulation technique designed around the 'incoming mail' of a manager. One method of this exercise is to present mail of various types to a trainee in the order of priority i.e., as 'urgent', 'important', etc., where his reactions on these are noted.

Simulation:

- Simulation is a special training technique conducted on a duplicate environment which is a mock up a real life environment.
- Here, the essential features of a real-life situation in an organisation or activity are abstracted and presented before the executives. The executives then are asked to assume different roles and asked to make decision that have a real effect in simulation and above which they receive rapid feedback.
- The results of those decisions are reported back to the trainee with an explanation of what would have happened had they actually been made in the workplace. The trainee learns from the feedback and improves his subsequent simulation and workplace decisions.
- Simulation is a useful technique of executive development because the decision taken are reversible (if they are wrong) and less costly to the organisation. One of the drawback of this technique is that it is difficult to emulate the real-life situation (especially the pressures and problems).

Brainstorming:

- Brainstorming is 'a conference technique by which a group attempts to find a solution for a specific problem by amassing all the ideas spontaneously contributed by its members. For conducting brainstorming, a group of 10 to 15 persons drawn from same level, is constituted. The brainstorm session is meant to be free, frank and relaxed one to generate maximum number of ideas irrespective of quality.
- Brainstorming has strong potential for developing creativity in participants because it provokes them to think without any constraints or limitations.

Sensitivity Training:

- Sensitivity training, also called T-group training. It is a Psychological technique in which intensive group discussion and interaction are used to increase individual awareness of self and others; a form of training with the goal of making people more aware of their own goals as well as their prejudices, and more sensitive to others and to the dynamics of group interaction.
- Sensitivity training offers several advantages in the field of human relations. That is why, it is also called as '**Human Relations Training**'. This may help people to develop better understanding of human problems. However, sensitivity training may create more harm specially if it is not conducted properly.

Transactional Analysis (TA)

- Transactional Analysis (TA) is generally used to develop better interpersonal interactions among individuals. It involves understanding of personality factors of individuals and their ego with which they interact.
- The study of these transactions between people is called **Transactional Analysis**. **Transactional Analysis (TA)** was originally developed by Eric Berne. As a theory of personality, TA describes how people are structured psychologically. It uses what is perhaps its **best known model, the ego-state (Parent-Adult-Child) model**.

The positions are stated as:

- **I'm OK and you are OK:** This is the healthiest position about life and it means that I feel good about myself and that I feel good about others and their competence.
- **I'm OK and you are not OK:** In this position I feel good about myself but I see others as damaged or less than and it is usually not healthy.
- **I'm not OK and you are OK:** In this position the person sees him/herself as the weak partner in relationships as the others in life are definitely better than the self. The person who holds this position will unconsciously accept abuse as OK.
- **I'm not OK and you are not OK:** This is the worst position to be in as it means that I believe that I am in a terrible state and the rest of the world is as bad. Consequently, there is no hope for any ultimate supports.

It is a theory of communication that can be extended to the analysis of systems and organisations.

In practical application, it can be used in the diagnosis and treatment of many types of psychological disorders and provides a method of therapy for individuals, couples, families and groups.

Outside the therapeutic field, it has been used in education to help teachers remain in clear communication at an appropriate level, in counseling and consultancy, in management and communications training and by other bodies.

The ego-state (or Parent–Adult–Child (PAC)) models

According to TA, there are three ego-states that people consistently use. These ego states are: **parent, adult and child**. Person of any age may have these ego states in varying degrees. A healthy person is able to move from one ego state to another. They are based on real world behaviour.

- **Parent Ego state:** a state in which people behave, feel, and think in response to an unconscious mimicking of how their parents (or other parental figures) acted, or how they interpreted their parent's actions. People of this state are responsible and caring.
- **Adult Ego state:** a state of the ego which is most like an artificially intelligent system processing information and making predictions about major emotions that could affect its operation. Learning to strengthen the adult is a goal of TA. While a person is in the adult ego state, he/she is rational, logical, flexible to change.
- **Child Ego state:** a state in which people behave, feel, and think similarly to how they did in childhood.

Contemporary Methods of Training

Internet as a Learning Medium:

- The Internet is being widely positioned as the next big thing in distance education, harnessing the power of multimedia to simulate classroom scenarios.
- Computer based training materials are mostly designed with basic knowledge transfer in mind. In the process, extraneous information is often left out in order to simplify the content. This approach would work well for the training of basic skills in areas of knowledge that are well defined and stable.

E-Learning:

- The same basic principles apply to designing self-study programs as to any other sort of training design. The internet enables self-study learning and development programs which have come to be accepted as more useful, empowering and cost-effective than ever before.
- With e-learning becoming the way of life for big and small companies, effective and robust interfaces are also required to ensure the system is robust, effective and dependable. Corporates expanding their geographic presence and increasing their headcount are looking at virtual universities to enhance employee knowledge.

Advantages:

- Convenience
- Ease of participation
- Easy Accessibility
- Flexibility
- Time-Management Skills
- Preferred Learning Methodology

Disadvantages:

- Absence of Face-to-face Interaction
- Compromised Communication Skills
- Potential Social Isolation
- Technical Setbacks

'Smart Phone': A modern gadget for effective Knowledge sharing and dissemination

- Traditionally, Knowledge Management (KM) in a business context focuses on offering organisations a pragmatic but formal approach to increase productivity, improve customer service and reduce human knowledge loss. However, legacy applications, for the most part, have shown signs over the years of too narrow functional footprints, lack of real integration with enterprise wide business systems, and weak and inflexible collaboration capabilities.
- The provision of employees with '**any time access**' to vital corporate information and documents is viewed as a Critical Success Factor (CSF) for maintaining or attaining competitive market or product advantage and market leadership.
- A challenge for technology executives is keeping employees pro-actively informed of mission-critical and rapidly changing information all within a corporate control and information security approach. To address this need, companies are leveraging smart mobile devices to push critical information to employees in the field.
- They send information updates (triggered by specific events or activities) to individuals and provide documents through e-mail alerts and text messages with a link to the downloadable document. Videos, presentations and audio clips are also distributed.

KM & Mobile Value Proposition:***The key benefits generally realized from KM mobile use include:***

- Increase relevant information and knowledge access for immediate decision-making by employees, customers, and partners.
- Facilitate collaboration and knowledge-sharing among business groups.

- Retain and enrich institutional knowledge as intellectual property.
- Overcome organisational and geographical boundaries to conducting business.
- Shorten cycle time for mission-critical processes thereby increasing employee productivity.

Current Trends in Training

Training Outsourcing

- Till recently most PSU and old private banks did not outsource training, but with the new generation banks using better technology and more specialized trainers through outsourced agencies, has forced a rethinking.
- While the advantages of using external faculty are obvious, many a time such training tend to be rather impersonal as the trainer, not being familiar with the given bank's practices as also its culture, completes a session with a generalized approach making no reference to the specific practice followed by that particular bank. Again, any follow up action is not possible as he has no reason to interact with the trainees unlike an internal trainer who keeps interacting with the staff on a regular basis.
- Indian companies are using latest technologies to train and re-skill employees, which are proving to be more cost-effective, flexible and convenient compared to traditional methods.

Types of Training

Induction

- Because effective talent management starts with an employee's first day on the job, organisations should fine tune their induction process by incorporating programs that specifically address generational differences.
- Older workers, for example, may not be as comfortable or advanced using technology as their younger colleagues. To familiarize and make these workers more comfortable with the technology they will be required to use in their jobs, organisations may want to incorporate training programs that include targeted, hands-on training around technology.

Other Types of Employee Training

- **Communication:** The increasing diversity of today's workforce brings a wide variety of languages and customs.
- **Computer skills:** Computer skills are becoming a necessity for conducting administrative and office tasks.
- **Customer service:** Increased competition in today's global marketplace makes it critical that employees understand and meet the needs of customers.
- **Diversity:** Diversity training usually includes explanation about how people have different perspectives and views, and includes techniques to value diversity.

- **Ethics:** Today's society has increasing expectations about corporate social responsibility. Also, today's diverse workforce brings a wide variety of values and morals to the workplace
- **Human relations:** The increased stresses of today's workplace can include misunderstandings and conflict. Training can help people to get along in the workplace.
- **Team building and Leadership:** it is a pre-requisite for employees to learn the team work, group behaviour and handling mutual conflicts. Leadership Development Programmes, personality development, public speaking are some programmes in trend to imbibe the Leadership quality.
- **Quality initiatives:** Initiatives such as Total Quality Management, Quality Circles, benchmarking, etc., require basic training about quality concepts, guidelines and standards for quality, etc.
- **Safety:** Safety training is critical where working with heavy equipment, hazardous chemicals, repetitive activities, etc., can also be useful with practical advice for avoiding accidents, etc.
- **Sexual harassment:** Sexual harassment training usually includes careful description of the organisation's policies about sexual harassment, especially about what are inappropriate behaviours.
- **Subject specialization:** Like Risk Management, Marketing, Credit Management, Rural Finance, NPA Management, Wealth Management, Treasury Management/Operations, International Finance, etc.
- **Management Development Programmes:** Like Decision-Making, Leadership Development, Management Excellence, etc. These Programmes are mostly meant for Senior Executives.

Benefits of Training

General Benefits from Employee Training and Development

- Increased job satisfaction and morale among employees.
- Increased employee motivation.
- Increased efficiencies in processes, resulting in financial gain.
- Increased capacity to adopt new technologies and methods.
- Increased innovation in strategies and products
- Reduced employee turnover
- Enhanced company image, e.g., conducting ethics training
- Risk management

Career Advancement

- The goal of any talent management strategy is to enhance productivity and performance as well as retain strong performers, today's companies need to design advancement and compensation practices to meet the needs and expectations of multiple generations.
- Employees should be encouraged to advance in other ways, such as by job role, job rotations and project responsibilities.

Managing Performance

- Companies can develop a successful talent management strategy by addressing the specific generational needs and expectations of their workers. This can include creating rotational assignments (often across functions and geographic rotations) to support the needs of younger workers or offering specialised training and learning programs via solutions like online content to address the short and long-term needs and goals of multi-generational workforces.

Training And Career Development

- In addition to addressing different learning styles, an effective training program should address generational differences. **The middle aged staff**, tend to prefer relationship-based learning situations while the younger staff prefer to engage in independent learning.
- While the generational differences, expectations and approaches to the workplace vary, organisations can adjust horizontal talent management strategies to accommodate each generation. Organisations can and should consider incorporating non-traditional, informal training programs such as online learning, distance learning, and other opportunities that facilitate learning and collaboration.
- Since **Gen-Y thrives on constant praise**, **organisations** should consider updating their approach to performance management to provide these employees with more frequent and personalised opportunities to receive feedback. Performance plans for this group should allow managers to easily recognize both privately and publicly the accomplishments of the winners.

Soft Skills Training

- Soft Skills which are more akin to Behavioural aspects are very crucial in banking Industry which is dealing with customers. The Soft Skills got various facets like – right attitudes and behaviours, good communication skills, effective Leadership qualities and possessing good managerial excellence, etc., having realized that employee-behaviours and attitudes especially those dealing with customers, i.e., Frontline staff.
- Banks have since devised a host of training programmes on ‘**Soft Skills**’ encompassing all categories of staff – from subordinate staff to top executive level officers.
- 2015–16, Central Bank of India, has devised a programme titled – ‘**MANTHAN**’ which is a soft skills programme which encompasses topics like – Everyone can make a difference (to create an urge for performance), Ownership & Coordination – Working as a team (Team work and team building), Importance of customer for the business (Customer Relationships), How to win customers (customer relations), Business etiquette (Behavioral aspects) Service excellence, Self-introspection, Managing conflicts, Goal Setting, attitudinal change, communication skills, etc.

Challenges In Training In Banks

Challenges the banks are facing in imparting Training to its employees:

- Vast network of branches
- Wide geographical distribution
- A huge workforce
- 11 hierarchical levels of officers
- Various entry levels
- Diversified educational background
- Frequent rotation of staff
- Variety of roles
- Rise in customer needs and expectations
- Rapidly changing environment
- Increased competition
- Fast changing technology
- Wide range of banking services & products

Talent Management

The Talent Management function in Banks has three roles viz., Talent acquisition, Talent development & Talent retention.

- **Talent Acquisition:** In Public Sector Banks, there are two sources of talent acquisition, i.e., Internal & External. The internal sources of talent acquisition are through a well-structured process, i.e., spotting the home-grown talent, empower them through elevations, placing them on right jobs which are in congruent to their skills, experience and qualifications etc. The external sources of talent acquisition are through inducting talents from outside job markets.
- **Talent Development:** It is not enough to identify and infuse talent through internal and external sources, but it is equally important to develop such acquired talents to the Institution's competitive advantage. In the series of strategies to develop talent, 'Training' as the paramount tool thus plays a pivotal role as it is the cornerstone for institutionalizing the talent throughout the bank.
- **Talent Retention:** It will not suffice to acquire and develop the talent but it is equally important to retain the talent, lest the talent may move to other greener pastures and this is equally applicable to the home-grown talent.
- The willingness to stay with the Institution, which is an attitudinal attribute, is mostly driven by the motivational strategies employed by the management. Such a willingness on the part of the employee can be furthered by institutionalizing

certain incentives – both financial and non-financial – and welfare measures encompassing the work place and the family front.

Strategies To Hone Up Leadership Skills

- **'Leadership skills'** are the tools, behaviors and capabilities that leaders should have in promoting well-being of the employees and leading to up-gradation of the organizations. The primary job duties of the leaders are focused towards directing and motivating employees towards the implementation of job duties and achievement of goals and objectives.

The various types of basic skills that are required to become an effective leader are:

- ✓ Visionary skills
- ✓ Effective communication skills
- ✓ Motivational skills
- ✓ Creative skills
- ✓ Collaboration skills
- ✓ Positivity skills
- ✓ Crisis Management & Dispute Settlement skills
- ✓ Delegating skills
- ✓ Trust worthiness
- ✓ Conscientiousness
- ✓ Good Work Ethics.

The strategies to upgrade the above leadership skills are discussed as below:

- **Create Passion:** When the leaders are implementing leadership skills, they need to be passionate in terms of their job duties and responsibilities and other factors of the organization as well.
- **Imbibe Leadership skills with situational awareness:** A good leadership skills development process considers the bigger picture, and helps employees to anticipate future well before to near reality. This is one of the most valuable leadership skills to have when handling complex projects with tight schedules. The leadership skills development process must develop an employee's ability to foresee outcomes and provide suggestions for avoiding potential problems. This ability also helps to recognize opportunities that others overlook, which will certainly earn recognition.
- **Create robust Succession Plans:** Leadership skills can be better upgraded by way of drawing and implementing a robust Succession Plans. Under this process, identifying the successor well before the position become vacant and to place the suitable incumbent timely to ensure smooth transition is key for its effectiveness.
- **Nurturing 'Role Models':** Modeling great leadership for others is regarded crucial in the up-gradation of leadership skills.
- **Spotting leadership talents timely and utilize their potential productively:** leaders need to be aware in terms of their strengths and make use of them in an appropriate manner. The strengths need to be augmented and the leaders need

to be well-aware in terms of ways of making use of them in a well-organized manner.

- **Rewards & Motivation:** The leaders need to reward and motivate the employees towards performing their duties diligently and reaching the set goals. This is regarded as one of the crucial ways of arousing concentration and fervor among employees towards the implementation of job duties
- **Coping with Constraints and Challenges:** The leaders will be able to convert challenges into opportunities and learn to overcome such problems and challenges through improved leadership.
- **Developing Constant Learning habits:** The leaders need to continue to learn throughout their career. Learning of the leaders mainly takes place through two ways, i.e. making use of internet, books, articles, and other reading materials and communicating with others. When there are organization of seminars and workshops, the leaders present papers and generate information in terms of important areas among the employees.
- **Imbibing creativity through Study & Research:** leaders acquire new skills and also aid the other leaders in the business arena. Hence, research work will augment their knowledge and understanding in terms of types of leadership skills and ways of bringing about improvements in them.
- **Ability to accept failures:** Learning how to recognize successes and failures is one of the essential leadership skills that needs to be nurtured in potential leaders.

Training For New Generation

- **Gen 'Y' denotes the generation that succeeds Gen 'X'** i.e., those born roughly between 1982 to 2001. Members of Generation 'Y' are often referred to as "echo boomers" because they are the children of parents born during the baby boom (the "baby boomers"). Since children born during this period have had constant access to technology (computers, cell phones) in their youth; many employers were perforce to revamp their hiring strategy in order to incorporate updated forms of technology. Gen 'Y' are the people who are most educated, assertive, vocal, connected, confident and independent.
- **Gen 'C' who born roughly after 2001.** It is the newest up-coming generation to enter the workforce. This generation is called Gen 'C' because of their fine-tuned focus will be on many 'Cs' viz., Connected, Communicative, Collaborative, Content-centric, Computerized, Community-oriented and always Clicking.
 - **Keep it Short:** Gen Y learns best from information delivered in short bites, rather than one giant, lengthy chunk of information. Break up long training courses into multiple, shorter sessions to help employees better consume the information. If it is impossible to break up a large training session, create documents reviewing sections of information and make them available on the company network or online.
 - **Make training entertaining:** Gen Y grew up on computers and video games, with constant audio-visual stimulation. Explore training options that incorporate computer simulation, online courses and social media applications. Entertaining

audio and video will hold their attention, ensuring Gen Y employees retain the message.

- **Allow freedom:** If possible, give employees the option to attend training at a time that is suitable with their schedule. Online courses and podcasts may provide the most flexibility, allowing trainees to participate in courses at their leisure. Digital options also give Gen Y the freedom to review materials that were taught in a previous training session on their own time.
- **Explore mobile learning (m-learning):** If the resources are available, provide on-demand training experiences using mobile devices. Facilitate m-learning by offering e-learning courses, chapter reviews from training courses and share expert videos on the training topic.
- **Encourage teamwork:** Millennial employees generally flourish and enjoy working in team environments. Develop team activities led by senior employees or managers during and after training courses to foster teamwork and reinforce training points.

When training any generational group, the goal must be to provide valuable learning experiences that give employees the tools to develop in their careers. Training is a gift employers give to their workforce that keeps employees engaged, happy and productive. Knowing how younger generations learn best will help develop the next great leaders in our organisations.

Benefits of Training

- Learning
- Behavioural Change
- Performance Change
- Attitudinal Change

Best Practices In Training To Help Organisations

- **On-Boarding:** Because effective talent management starts with an employee's first day on the job, organisations should fine tune the on-boarding process by incorporating programs that specifically address generational differences. Older workers, for example, may not be as comfortable or advanced using technology as their Generation X and Y colleagues (referred to as Gen X and Gen Y). To familiarise and make these workers more comfortable with the technology they will be required to use in their jobs, organisations may want to incorporate new-hire training programs that include targeted, hands-on training around technology.
- **Training and Career Development:** In addition to addressing different learning styles, an effective training program should address generational differences. Baby Boomers, for example, tend to prefer relationship-based learning situations while Gen X workers prefer to engage in independent learning.



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