

# Training & Development

Training and development refers to educational activities within a company created to enhance the knowledge and skills of employees while providing information and instruction on how to better perform specific tasks.

Training is a short-term reactive process meant for operatives and process while development is designed continuous pro-active process meant for executives. In training employees' aim is to develop additional skills and in development, it is to develop a total personality.

In training, the initiative is taken by the management with the objective of meeting the present need of an employee. In development, initiative is taken by the individual with the objective to meet the future need of an employee.

The reason why training is absolutely essential for any business is -

## Lowers Attrition

Training is one of the best ways to value your employees. It shows them that you are as invested in their well being and growth as they are in the your growth as a company. Employees who are looked after will never want to look elsewhere.

## Prepares for upcoming challenges

Training can be a pre-emptive step to train employees for expected/unexpected changes in the industry. In times like ours when trends change constantly under the influence of online evolution, keeping our teams prepared just makes good sense.

## Fosters Leadership

There is no better way to create future leaders than to train the best bunch. This will also lead to a clear career path for employees preventing attrition and dissatisfaction.

## Growth of the company

Any company dedicated to training its workforce will only prosper and move forward. The employees are a major part of a company's assets and taking care of them will mean taking care of the organisation.

The types of training programs are -

- Technical training is a type of training meant to teach the new employee the technological aspects of the job.
- Quality training refers to familiarizing employees with the means of preventing, detecting, and eliminating non-quality items, usually in an organisation that produces a product.
- Skills training, the third type of training, includes proficiency needed to actually perform the job.

- The fourth type of training is called soft skills training. Soft skills refer to personality traits, social graces, communication, and personal habits that are used to characterize relationships with other people.
- Professional training is a type of training required to be up to date in one's own professional field.

The examples of training and development could be that tax laws change often, and as a result, an accountant must receive yearly professional training on new tax codes. Lawyers need professional training as laws change. A personal fitness trainer will undergo yearly certifications to stay up to date in new fitness and nutrition information. In a consulting business, technical training might be used so the consultant knows how to use the system to input the number of hours that should be charged to a client. In a restaurant, the server needs to be trained on how to use the system to process orders.

The benefits of training and development are -

- Employee training and development increases job satisfaction and morale among employees.
- Reduces employee turnover.
- Increases employee motivation.
- Increases efficiencies in processes, resulting in financial gain.
- Increases capacity to adopt new technologies and methods.
- Increases innovation in strategies and products.

Some of the best practices for training and development of employees are -

- **Align training with management's operating goals** - Management always has operating goals like better performance, productivity, quality, or customer satisfaction, to name a few. Once you know the goals, you can design targeted programs.
- **Survey your employees first** - The best source of information about organisational performance and needs are the current employees. They know a lot about what's going on and what, if anything, should be changed.
- **Consider different learning styles and methods** - While creating learning content and courses for your L&D staff, keep in mind that they'll each have different learning styles and methods too, the same way the rest of the employees do. Make sure you have learning materials available for each type of learning style.
- **Measure results** - Successful companies measure outcomes to make sure they continue to get the biggest bang for their buck.

One of the most challenging aspects of leadership training and development is ensuring strategic alignment between training programs and business goals. It's important not just to look at business goals but also why the organisation has those goals.

Training and development is one of the main functions of the human resource management department. Training refers to a systematic setup where employees are instructed and taught matters of technical knowledge related to their jobs. It focuses on teaching employees how to use particular machines / software's or how to do specific tasks to increase efficiency.

Whereas, development refers to the overall holistic and educational growth and maturity of people in managerial positions.

Training and development in human resource management is the foundation for getting the best out of each and every employee.

Talent management is defined as the methodically organized, strategic process of getting the right talent onboard and helping them grow to their optimal capabilities keeping organisational objectives in mind.

The process thus involves identifying talent gaps and vacant positions, sourcing for and onboarding the suitable candidates, growing them within the system and developing needed skills, training for expertise with a future-focus and effectively engaging, retaining and motivating them to achieve long-term business goals. Learn more about Talent Management Strategy to Create a Sustainable Workforce.

Companies spend money on training and development as -

- Training opportunities increase employee retention.
- Training is cheaper than replacing.
- Regular training is a must for remaining current with industry trends and technologies.
- When it comes to filling an open position, training a current employee in a new skill and moving said person between roles or departments is a potential cost savings rather than hiring a new one.
- **Training and Development** - It is a learning process in which employees get an opportunity to develop a skill, competency and knowledge as per the job requirement. It can be referred to as job focused.
- **Learning and Development** - It is a broader term in which the employee gains more knowledge through other learning methods than just training (which is one dimensional and is focused on job requirement). It focuses on career and is a motivational factor.  
Check out our blog on the Benefits of integrating LMS and HR software

## Management Development

Management development is a part of a large process of development and learning which a significant area of human development is. In human society there is a continuous growth which takes place through a continuous process of exploration, discovery and acquisition of knowledge.

When we talk about management development, one is likely to overlook the total process of development which takes into account the development

of all employee. It is an educational and theoretical knowledge and managerial skills in an organized manner.

The main aim of this education is to increase the ability of managers for betterment. Management development consists of all the means by which management learn to improve their behaviour and performance.

Those in the field of organizational behaviour tend to be over conscious of the needs for management development without – paying significant attention to ensure that the entire segment of industrial and business activity is viewed as a development process and is attuned to the overall objectives of the society.

It is true that the development of leadership constitutes an important area and it has vital links in mobilizing the resources of an organization. It is not possible to employ resources to organize an all-round developmental activity immediately, but an organisation tries to apportion to its own resources in such a long duration.

The concern for this stems from the basic necessity to groom those who are in the activities of a larger segment of the industrial world are properly and effectively trained. These men need to be given opportunities for realizing their potential in the interest of an organization.

In India, where one-third of the population lives below the poverty line and there is a high degree of illiteracy, there are insurmountable barriers in the way of achieving developmental.

**However, the need for management development can be ascertained from the following:**

**1. Social Obligation:**

Organization is a part of society. Society has expectations, demands for its growth and development from societal members including organization/s functioning in the society. Organization can fulfil societal demands / requirement if managers are capable enough to analyse social obligations to present cases as spokesperson of the society to the company, to develop a bridge between company thinking and societal expectations, to make the society aware of Contributions Company made for amelioration and well-being of the members of the society.

Hence, management development is needed to prepare capable and effective managers.

## 2. Effect of Globalization:

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Because of globalization, multinational corporations (MNCs) and transnational corporations (TNCs) have entered in the market resulting in, stiff competition amongst the market players. In such a situation, it becomes difficult for the domestic companies to survive in the context of quality goods they supply and the price they fix for the customers.

It is, therefore, imperative need for the companies to have world class workers for production of world class product at reasonable cost; and the companies can have such dynamic workforce if, they have highly skilled, committed, dynamic pool of management personnel who can prepare the workers' community according to need, requirement of the companies. So, here is the necessity of management development to face the challenges emanated from the globalization.

## 3. Effective Functioning of Line Management:

Line management/technocrats are well conversant with technicalities of production activities but, they may lack adequate skill, abilities in human relations development and conceptual areas of the company. For effective functioning of their work they need improvement, development of their skills in those areas where they lack.

Hence, management development programmes are required to be conducted to promote enhancement of human skill and conceptual skill of technocrats, line managers of organizations so that, they can perform their job better in terms of need, requirement of the companies.

## 4. Excellent Quality of Work of Non-Technical Higher Management:

Technical skill is required for excellent performance by nontechnical managers. Requirement of technical skill of management personnel varies in degree considering grade/strata of the management to which they belong. Higher level management may need some knowledge/skill in technical areas and so, for better functioning they need to acquire skill in this area.

Management development programme designed to impart technical skill to such non-technical higher management personnel may facilitate to deliver excellent quality of work by them.

#### 5. Use of Latest Technologies:

Every organization needs to use latest technologies in its operational and service activities so that, quality goods at minimum cost can be produced to face competition with the market players but, these latest technologies cannot be effectively used if, the managers are not given proper training to have acquaintances with technologies, its operative areas, use, effectiveness, probable problems, etc.

#### 6. Change in Economic Policy:

Change in economic policy creates a new business climate and work culture in organization where re-inventing of management practices appears to be of much necessity. New areas are required to be explored for expansion and diversification of business; continuous improvement of quality in services and products needs to be emphasised; issues like retention of customers and search out for new customer be prioritized.

For all these, executives need an enrichment of knowledge, specific thought pattern, creative thinking, analytical ability, meaningful vision and foresightedness, and this is possible through organizing tailor-made development programmes which may enable higher management to explore new areas and to practice in the company to confront changes.

#### 7. Smooth and Effective Functioning of Business Activities:

Workers perform business and industrial activities under the guidance and supervision of management. Management personnel play the role of guide, coach, motivator, leader of the people at work. Workers can be effective if the decisions, directions, guidance of the management are proper, perfect and accurate.

So, for smooth, effective and uninterrupted functioning of business activities managers should have leadership qualities, proper knowledge, skill in decision making and also should introduce schemes like employee involvement, empowerment and participation in organization. For all this, management development programme should be of much use.

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## Management Development – Characteristics and Purpose

### **The characteristics of management development are as follows:**

1. It is an organised process of learning rather than a haphazard or trial and error approach.
2. It is a long term process as managerial skills cannot be developed overnight.
3. It is an ongoing exercise rather than a “one-shot” affair. It continues throughout an executive’s entire professional career because there is no end to learning.
4. Management development aims at preparing managers for better performance and helping them to realise their full potential.
5. Executive development is guided self-development. An executive can provide opportunities for development of its present and potential managers. Bill the image for learning has to come from the executive itself. Executive development is possible only when the individual has the desire to learn and practice what he learns.

The organisation can provide the environment for development or advancement but the initiative for development has to be taken by the individual himself. Unless the person has the required potential and urge, he cannot be considered fit for development. He can also be given the necessary guidance to help him face the present job’s problems or to prepare him for the higher jobs. Training is also necessary to prevent obsolescence of knowledge and skills of individuals.

Executive development programmes seek to develop the overall personality of the executives and not only the skills necessary to do the job efficiently. The job of executive is a very challenging one. So, the executive development programmes should be more concerned with conceptual and human skills of the executives. A comprehensive development programme uses various learning aids to increase the knowledge, decision making ability, skill in dealing with people and maturity of the managers.

### **Purpose of Management Development:**

#### **The purpose or objective of management development programmes are discussed below:**

1. To sustain better performance of managers throughout their careers.
2. To improve the existing performance of managers at all levels.

3. To encourage existing managers to increase their capacity to assume and handle greater responsibility.
  4. To enable the organisation to have the availability of required number of managers with the required skills to meet the present and anticipated (future) needs of the organisation.
  5. To replace elderly executives who have risen from the ranks by highly competent and academically qualified professionals.
  6. To provide opportunities to the executives to fulfil their career aspirations.
  7. To ensure that the managerial resources of the organisation are utilised optimally.
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### **Management Development Basics Features and Primary Aims**

Generally, management development related to a systematic process of learning and growth by which managerial personnel gain and also apply to knowledge, skills, attitudes and insights to manage the work in their organisations effectively and efficiently. It is an educational process through which executives learn conceptual and theoretical knowledge and managerial skills in an organised manner.

The main aim of formal education for manager is to increase his ability to learn from experience. Management development involves relating experience to learning.

**Basic features of Management Development has been explained in the followings:**

1. Management development is a planned and organized process of learning.
2. It is an ongoing or never ending exercise. It continuous throughout an executive's entire professional career because there is no end to learning.
3. It is a long-term process as managerial skills cannot be developed overnight
4. It is guided self-development. An organisation can provide full opportunities for development of its present and potential managers.
5. It aims at preparing managers for better performance and helping them to realise their full potential.

**The primary aims are:**

- (1) To ensure that the company is staffed both now and in the future with a sufficient number of managers with necessary skills, experience and ability to secure continued growth and profitability – the right man or



woman at the right time in the right place. Thus we will have a steady source of competent people at all levels to meet organisational needs at all times.

(2) To check that human resources of a company are being properly and fully used, and that potential and talent in human terms are neither wasted nor overlooked, and they are offered ample and timely scope to grow, so that both individuals as well as organisational needs are adequately met. This will ensure optimum utilisation of human capital.

(3) To provide an opportunity for staff within a company to prepare themselves for higher assignments and to reach their maximum capabilities.

The staff should be enabled to fulfil their career expectations by training that will enable them to do a bigger and a richer job which they can get through a sound promotion policy, viz., promotion from within.

In addition, there are many other objectives, such as to prevent managerial obsolescence (becoming out-of-date), to prepare for new business and expansions, to replace old executives with younger talents, to Indianise management, to promote a high morale and good organisational climate, to adapt quickly to changing conditions, to secure more harmonious teamwork, to promote productivity, profits and so on.

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## Management Development – Principles for Maintaining Effective Development

Based on research and experience, a number of principles have been evolved which should serve as guides in creating and maintaining an effective management development.

**Such principles are as follows:**

1. All development is self-development – It means that people are developed not so much by others as by themselves. This principle highlights the importance of an individual candidate's inner motivation and basic abilities. The primary responsibility must rest upon the person to be developed.
2. Development is closely akin to education – Development is more closely akin to education than it is to specific training in skills because the development programme aims at overall growth of an individual to enable him/her to achieve the desired objectives.
3. Gearing to individual differences – Too much emphasis should not be laid on uniformity of development efforts. Instead, development efforts

should be geared to individual differences. An individual must be helped, and the development programme should be so planned as can create an environment in which self-development is stimulated and facilitated.

4. Long-range process – An executive cannot be developed just by taking a course, holding a job, reading a book, or attending a seminar or conference. Such development is rather a long-range process with individual development programmes running into many years.

5. Adequate facilities – For encouraging self-development, it is necessary to create an effective organisational climate, making all developmental facilities available.

6. Adequate rewards – The people who display interest and activity in development should be rewarded appropriately.

7. Effective immediate supervisor – The immediate supervisor exercises a key influence. The supervisor should emphasise on high-quality performance, supportive coaching and proper counselling.

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## Management Development – 2 Important Techniques: On-the-Job and Off-the-Job Techniques

Manager needs include managerial skills and needs. Managerial skills include decision-making skills and interpersonal skills. Manager needs include job knowledge, organization knowledge, general knowledge, specific individual needs and other needs. Various management development techniques are grouped under two categories viz., manager needs and on-the-job and off-the-job techniques.

There are mainly two types of techniques by which managers can acquire the knowledge, skills and attitudes and make themselves competent managers. One is through formal training and the other is through on-the-job experiences.

On-the-job training is of utmost importance as the real learning takes place only when the learner uses what he has learnt. The saying “An ounce of practice is worth tons of theory” is true whoever said it. But it should also be remembered that class-room training or pedagogical techniques have also got their own importance in gaining new knowledge, and learning new techniques, and broader concepts.

Learning is haphazard without background and, learning can never be called true learning if it is just theory without practice. When on-the-job

training is properly balanced with the classroom training, the real learning takes place.

The following are some of the important on-the-job and off-the-job techniques of management development.

### 1. On-the-Job Techniques:

These are the most widely used techniques. No other technique may interest the trainee so much as these do since the location of the learner is not an artificial one as the classroom. The success of these techniques depends on the immediate supervisor and how good a teacher he is. On-the-job techniques are especially useful for certain groups like scientific and technical personnel.

Though the costs of training initially appear to be low they may turn out to be high when wastages of all kinds are considered under this type of training.

This method of learning in isolation may prove to be inadequate but in combination with the other techniques will be excellent.

### **The important on-the-job training techniques are:**

- I. Coaching,
- II. Job Rotation,
- III. Under Study,
- IV. Multiple Management.

#### **I. Coaching:**

In coaching the trainee is placed under a particular supervisor who acts as an instructor and teaches job knowledge and skills to the trainee. He tells him what he wants him to do, how it can be done and follows up while it is being done and corrects errors.

“Coaching should be distinguished from counseling.... Counseling... involves a discussion between the boss and his subordinates of areas concerned with the man’s hopes, fears, emotions, and aspirations. It reaches into very personal and delicate matters. To be done correctly, counseling demands considerable background and ability on the part of the counselor. If carried out poorly, it may do considerable damage.”

The act of coaching can be done in several ways. The executive apart from asking them to do the routine work may ask them to tackle some complex problem by giving them chance to participate in decision-making.

One of the important limitations of this technique is that the individual cannot develop much beyond the limits of his own boss’s abilities.

#### **II. Job Rotation:**

The transferring of executives from job to job and from department to department in a systematic manner is called Job Rotation. When a manager is posted to a new job as part of such a programme, it is not merely an orientation assignment. He has to assume the full responsibility and perform all kinds of duties.

The idea behind this is to give him the required diversified skills and a broader outlook, which are very important at the senior management levels. It is upto the management to provide a variety of job experiences for those who have the potential for higher ranks before they are promoted.

Job rotation increases the interdepartmental cooperation and reduces the monotony of work. It makes the executives in general management and does not allow them to confine themselves to their specialised field only.

### **III. Understudy:**

“An understudy is a person who is in training to assume at a future time, the full responsibility of the position currently held by his superior.” This method supplies the organisation a person with as much competence as the superior to fill his post which may fall vacant because of promotion, retirement or transfer.

An understudy may be chosen by the department or its head. He will then teach what all his job involves and gives him a feel of what his job is. This under study also learns decision-making as his superior involves him in the discussion of daily operating problems as well as long-term problems. The leadership skills can also be taught by assigning him the task of supervising two or three people of the department.

### **IV. Multiple Management:**

Multiple Management is a system in which permanent advisory committees of managers study problems of the company and make recommendations to higher management. It is also called Junior-board of executives system. These committees discuss the actual problems and different alternative solutions after which the decisions are taken.

The technique of multiple management has certain advantages over the other techniques.

#### **They are:**

- (i) Members have the opportunity to acquire the knowledge of various aspects of business.
- (ii) It helps to identify the members who have the skills and capabilities of an effective manager.

(iii) Members have the opportunity to participate in the group interaction and thereby gain the practical experience of group decision-making.

(iv) It is relatively an inexpensive method; and

(v) Considerable number of executives can be developed in a short span of time.

### **On-the-Job Experience:**

Managers learn and acquire various skills and knowledge by doing the job assigned. This technique can be used along with other techniques of management development.

### **2. Off-The-Job Techniques:**

Because of the fact that on-the-job techniques have their own limitations, these off-the-job techniques are considered important to fill those gaps.

### **The following are some of the important off-the-job techniques:**

(I) The case study

(II) Incident method

(III) Role playing

(IV) In basket method

(V) Business game

(VI) Sensitivity training

(VII) Simulation

(VIII) Grid training

(IX) Conferences

(X) Lectures

(XI) Behaviour modelling

(XII) Transactional Analysis

(XIII) Structured Insight

(XIV) Special Courses

(XV) Special Meetings

(XVI) Special Readings, and

(XVII) Specific Projects.

### **(I) The Case Study:**

Case is a description of management problem/situation as viewed or presented to a decision-maker. Cases are prepared on the basis of actual business situations that happened in various organisations. The trainees are given cases for discussing and deciding upon the case. Then they are asked to identify the apparent and hidden problems for which they have to suggest solutions.

The situation is generally described in a comprehensive manner and the trainee has to distinguish the significant facts from the insignificant, analyse the facts, identify the different alternative solutions, select and suggest the best. This whole exercise improves the participant's decision-making skills by sharpening their analytical and judging abilities.

**Career Development** or **Career Development Planning** refers to the process an individual may undergo to evolve their occupational status. It is the process of making decisions for long term learning, to align personal needs of physical or psychological fulfillment with career advancement opportunities.<sup>[1]</sup> Career Development can also refer to the total encompassment of an individual's work-related experiences, leading up to the occupational role they may hold within an organization.<sup>[2]</sup>

Career Development can occur on an individual basis or a corporate and organizational level.

## Career Development Planning

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On an individual basis, career planning encompasses a process in which the individual is self-aware of their personal needs and desires for fulfillment in their personal life, in conjunction with the career they hold. While every person's experiences are unique, this contributes to the different careers that people will acquire over their lifespan

## Long Term Careers

Careers that are long term commitments throughout an individual's life are referred to as '**Steady-State Careers.**' The person will work towards their retirement with specialized skillsets learned throughout their entire life.<sup>[3]</sup> For example, somebody would be required to complete a steady process of graduating from medical school and then working in the medical profession until they have retired. Steady-state careers may also be referred to as holding the same occupational role in an organization for an extended period and becoming specialized in the area of expertise. A retail manager who has worked in the sales industry for an extended period of their life would have the knowledge, skills, and attributes regarding managing non-managerial staff and coordinating job tasks to be fulfilled by subordinates.

A career that requires new initiatives of growth and responsibility upon accepting new roles can be referred to as '**Linear Careers,**' as every unique opportunity entails a more significant impact of responsibility and decision making power on an organizational environment.<sup>[4]</sup> A linear career path involves a vertical movement in the hierarchy of management when one is promoted. For example, a higher-level management position in a company would entail more responsibility regarding decision-making and allocation of resources to effectively and efficiently run a company. Mid-level managers and top-level managers/CEOs would be referred to as having linear careers, as their vertical movement in the organizational hierarchy would also entail more responsibilities for planning, controlling, leading, and organizing managerial tasks.

## Short Term Careers

When individuals take on a short term or temporary work, these are '**Transitory Careers**' and '**Spiral Careers**'. **Transitory Careers** occur when a person undergoes frequent job changes, in which each task is not similar to the preceding one. For example, a fast-food worker who leaves the food industry after a year to work as an entry-level bookkeeper or an administrative assistant in an office setting is a Transitory Career change. The worker's skills and knowledge of their previous career will not be applicable to their new role.

A **spiral career** is any series of short term jobs that are non-identical to one another, but still contribute to skill-building of a specific attribute that individuals will accept over their lifetime. <sup>[5]</sup> Many individuals can undergo slight career transitions or accept short-term contract work in the same work field, to build on different skill sets needed for them to succeed in an organizational environment. For example, an individual with a degree in Business hired to do 'project management' in one area of a department can be promoted or transferred to complete another task in the same department to work on 'marketing'.

## Career Development Perspectives- Individual versus Organizational Needs

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An individual's personal initiatives that they pursue for their career development are primarily concerned with their personal values, goals, interests, and the path required to fulfil these desires. A degree of control and sense of urgency over a personal career development path can require an individual to pursue additional education or training initiatives to align with their goals. In relation, John L. Holland's 6 career anchors categorizes people to be investigative, realistic, artistic, social, enterprising, and conventional, in which the career path will depend on the characteristic that an individual may embody. The more aware an individual is of their personality type, the better alignment of career development and opportunities they may obtain.

The factors that influence an individual to make proper career goal decisions also relies on the environmental factors that are directly affecting them. Decisions are based on varying aspects affecting work-life balance, desires to align career options with their personal values, and the degree of stimulation or growth.

A corporate organization can be sufficient in providing career development opportunities through the Human Resources functions of Training and Development. The primary purpose of Training and Development is to ensure that the strategic planning of the organizational goals will remain adaptable to the demands of a changing environment. Upon recruiting and hiring employees, an organization's Human Resource department is responsible for providing clear job descriptions regarding the job tasks at hand required for the role, along with the opportunities of job rotation, transfers, and promotions. Hiring managers are responsible for ensuring that the subordinates are aware of their job tasks, and ensure the flow of communication remains efficient. In relation, managers are also responsible for nurturing and creating a favourable work environment to work in, to foster the long term learning, development, and talent acquisition of their subordinates. Consequently, the extent to which a manager embraces the delegation of training and developing their employees plays a key factor in the retention and turnover of employees.