Growing Importance of Training at Workplace

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Abstract

Learning is the most influential factor in workplace. People who can learn well and quickly are the most successful personalities. Learning does not happen overnight rather it is a continuous process where different styles and strategies need to be applied. Some of these styles are training, leading, mentoring etc. These are very effective ways of learning. An employee who receives the necessary training is better able to perform his or her tasks. They become more aware of their job and may take it easy to conduct their jobs. But in recent times the importance of training as a learning style in workplace is growing rapidly. This report focuses on different issues related with training.

Keywords: Training, motives, training methods and performances.

1. INTRODUCTION

Training represents a prime opportunity to expand the knowledge based of all employees. Unless training one can never been expert in performing his or her task properly. So, training is must for every employee. Training makes one fit in conducting his or her duties properly. It also increases productivity ratio. It is training which is necessary for every organization and also for employees. Training in workplace is an important part of every organization. Each and every organization sets plan for training purpose during a year. They maintained some criteria like; fresher, new task employee, efficiency improvement, attitude, behavior and to develop one's communication skills.

2. TRAINING

2.1 Definition of Training

Training is a guiding style which focuses on future possibilities, performances and potentialities utilizing past learning experiences [1]. It focuses on things have been done and how these can be done in a better way in future. This process tries to unlock or reveal people's hidden potentialities and maximizes their performance. It is not the process of merely advising people but help them to discover their desired answer regarding problems.

2.2 Core principles of training

For a successful training some core principles should be maintained which are described from the organizational perspective in the following sections:

Safe place: Manager or the trainer should ensure a safe place where the workers can explore themselves [2].

Space and opportunity: Training requires providing space and opportunity to the workforce so that they can explain their problem and share views [2].

Patience and open mind: Managers should listen to his worker's problems with an open mind and curiosity [3].

Agenda and goals: After listening to workers, managers need to identify the agenda and development goals [4].

Holding focus: The manager and the workforce both hold focus on the problem and potential solutions [3].

Motivation: motivational is the most important factor for training. Manager has to motivate his workforce time to time [1].

2.3 Skills and competencies used in training

To be successful in training an individual or a manager should have some necessary skill and competencies required for training. Some of those are described below:

Listening with curiosity:

The trainer or manager should have good listening skill [5]. He has to be curious and pay a sound attention with curiosity to understand the problem properly.

Questioning for exploration:

In case of training conversation, the manager should have the ability to ask relevant and meaningful questions to find out further aspects of the problem [6]. This will help him to better understand the scenario.

Seeing different perspective:

To be successful in training, the manager needs quality of observing any issue from different perspective [2].This will help him to evaluate any event from many aspects and he will have different solution to that problem.

Providing feedback for development:

The manager should have the skill of providing quick feedback to the situation based on the needs of that situation [3].He has to provide some development goals which will be implemented step by step.

Encouraging and supporting:

From the starting of training conversation to the implementation of development goal the manager needs to encourage and support his workforce [4].He has to help them to take corrective actions too. His support will motivate them to do better and better.

2.4 Training models

There are many coaching models in practice. Some of the effective models are discussed in the followings:

The TGROW model:

Topic, Goals, Reality, Options and Will combined together in TGROW model. This model focuses on an individual or a worker's problem (Topic) and desired answer (Goal) based on Reality. The trainer or the manager helps the individual or the worker to find out all possible Options and help him to select the best option (Will).

Cognitive training model:

Here the trainer or manager prepares plan and instruction with the help of past knowledge and current skills [7]. Then he suggests implementing those plan and instruction for future development.

Subject specific and program specific training model:

This training model focuses on specific subject. Manager identifies problems or concerns first. Then develop some effective steps following relevant standard to solve those problems [4]. Program specific training also focuses on specific program.

3. MANAGER AS TRAINER

In modern competitive era, manager's duty is not only providing instruction to the employees but also to play an effective role of training [3].Management is the body which knows the expectation of the organization from its employees. So, managers have to work with his employees and find out the best from them.

3.1 Training for performance

In the workplace, the main focus of training is the enhancement of employee performance. Workforce is the most diversified resource of an organization [2].Employees may not be efficient enough for performing a task or they are going under different problems. As a result, their performance may be poor. Here the manager has to play a role as a trainer. He should not limit himself only in providing instructions. But he has to listen to his employees, find out some probable solution and motivate them like a trainer does. Ultimately this will increase organization's overall performance.

3.2 Training and other management style

There are some other management styles such as leading, mentoring etc. Mentoring is different from training which is discussed in the following section of the report. But training fits very well with leading. Leading is the process of working together with employees for achieving a common organizational goal [5]. By this process a leader has to work with his employees, guide them, and try to help them to increase their performance and potentialities. The goal of training is almost the same as leading. So, training can be an effective tool for leaders to and make an efficient workforce.

3.3 Skill practice

Training doesn't only mean hearing and delivering an action. It is a skill development practice for a manager. Training requires some skills which are different from traditional managerial skills. Similarly, managers and workers can build some other effective skill for their individual as well as organizational development [8]. Training helps them to work in a group environment sharing ideas and views. Managers try to reveal some hidden skills and potentialities of employees. Training works as a motivational tool in the workplace. Finally, it helps to increase the efficiency and effectiveness of both managers and workers which ultimately increase organization's sustainability in the changing business environment.

3.4 Action learning

Training is a practical or action based learning process. Training process consists of two stages. At the first stage managers try to find out what happened or the agenda [8]. This is actually past learning or experience. Then he sorts out the gaps or lacking in the past learning. At the second stage the focus is to develop future goals where employees can apply their past experience and avoid potential problems. So, the focus of coaching is past learning and future performance which is also a practical learning process.

4. DEFINITION OF MENTORING

Mentoring is the process of helping people towards success by providing guidance [9]. Mentor is generally an older personality who has previous experience on that sector and treated as a role model. Mentors provide advice and tips of utilizing potential skills for career development.

Mentoring is also used in workplaces. Workplace mentoring refers to a learning partnership between manager and employees or among employees for the purpose of sharing institutional knowledge, technical information and insight information related to a particular occupation or profession [10].

5. DIFFERENCE BETWEEN TRAINING AND MENTORING

In common people think training and mentoring are same activities. Yes, they have some similarities in nature but there are some differences too. Those differences are discussed below:

Differentiator – 1: Focus:
Training is task oriented and focuses on effective learning and development of skills so that employees can perform a task well. But mentoring is relationship oriented and focuses on personal and professional development [11].

Differentiator – 2: Duration:
Training is generally long term process. Here the problem or agenda identification and future application continues as the task continues. But mentoring is normally short-term activity [12]. Mentoring may require only few sessions to provide professional advices and tips and sharing view.

Differentiator – 3: Purpose:
Training is performance driven activity. The goal of coaching is to enhance worker's performance in his job. But mentoring is development driven activity [13]. The goal of mentoring is to develop individual's skill for current job and future jobs.

Differentiator – 4: Application:
Training is a better strategy for problem solving. In an organization coaching is applicable for lower level employees whereas mentoring is suitable for leadership development and top level management.

Differentiator – 5: Modeling and design:

There are many traditional models and designs used for training. These models and designs consist of different phases. Mentoring doesn't have such models or designs. It depends on the mentor that how he is going to advice the participants [9].

6. METHODS OF TRAINING AT WORKPLACE

Training methods are not same. It varies industry to industry, company to company and also activities to activities. So there is huge dimension in the methods of training. People within many professions and occupations may refer to this sort of training as professional development. Several methods are given in the following…

Physical training:

Physical training concentrates on mechanistic goals: training programs in this area develop specific skills, often with a view of peaking at a particular time. Some physical training focuses on physical fitness. Physical training mainly provided by Defense, sports related organization and many other firms for safety purpose.

Simulation based training:

Simulation based training is another method which uses technology to assist in trainee development. An advantage that simulation based training allows the trainer to find, study, and remedy skill deficiencies in their trainees in a controlled, virtual environment. This also allows the trainees an opportunity to experience and study events that would otherwise be rare on the job. As for example, in-flight emergencies, system failure etc. simulation based training mainly provided by aircraft, spacecraft, ships and operating air traffic control etc.

On-the- job training:

On-the-job training, sometimes called direct instructions, is one of the earliest forms of training. It is one-on-one training located at the job sites where someone who knows how to do a task shows another how to perform it. On the job training is widely used today. It is frequent used methods of training because it requires only a person who know how to do the task and the tools the person uses to do the task. All sectors uses on the job training to improve their employees.

Off-the-job training:

Off-the-job training methods take place away from normal work situations- implying that the employee does not count as a directly productive worker. This training method involves employee training in a site away from the actual work environment. It often utilizes lectures, case studies, role playing and simulation etc. that mainly used by all business entities.

7. APPLICATION OF TRAINING

Application of training is everywhere where there is a scope of learning [7]. The overall application of training can be divided into two sections: application in individual perspective and application in organizational perspective.

7.1 Individual perspective

The demand of training is growing in industrial sectors. But it is also very effective for individual levels.

Resolving personal issues:

Training can be applied in individual level for solving personal problems and inefficiencies through analyzing past event and maximizing future potentialities [1].

Enhancing learning:

Smart people learn from past experience and apply it in future, the same as training process. Thus training helps individuals enhance his learning [4].

Developing individuals:

Training can be applied in individual's problem solving, revealing potentialities, and setting future actions enhancing learning [7]. So, overall development of an individual can be done through training.

7.2 Organizational perspective

Form the organizational perspective a manager can apply training for the following purposes:

Motivating staffs:

When employees are frustrated about the less performance, a manager can help him through a training technique for example through TGROW model. The manager can discuss with the employee find out his problem, answer based on the real options available [2].And then suggest him what to do and what not to do. Such help from manager will motivate his staffs.

Problem solving:

Training is task oriented and focuses on solving specific problems [5]. So, an organization which is facing different problems such as inefficiency of workers can apply training for problem solving.

Building teams:

A manager can easily find out the problem and potentialities of his workforce through training techniques. Then he can build teams with workers having same problem or make a portfolio group having different problems [3].So, coaching can be applied in building teams based on the situation and need.

Performance enhancement:

The focus of training is how to do better in future. A manager or a leader can easily increase performance of his workforce through motivating them and building effective teams and groups so that employees can maximize their potentialities.

8. APPLICATION OF MENTORING FROM ORGANIZATIONAL CONTEXT

The application of mentoring and role of a mentor are very important [14]. The applications of mentoring in an organization level are discussed below:

- ➢ Mentoring can be applied in developing talents and leadership by an organization.
- ➢ Mentoring is helpful for developing diversified workforce as it is not structured like training.
- ➢ Mentoring is very helpful for top level executives.
- ➢ In case of developing technical expertise organizations can use mentoring.
- ➢ Mentoring is useful when an organization tries to balance its workers in both professional and technical knowledge.
- ➢ Mentoring can also be applied in developing future or additional skills of employees.

9. CONCLUSION

Training and mentoring are both strategic management development styles. They have much usefulness in individual and organizational perspective. The goal of these two is also quite similar and they aren't contradictory in nature. Training at workplace helps one in developing one's effectiveness, efficiency and also increase productivity. It is the organization who will decide which style needs to be applied based on the context. But an organization can also apply training for its lower level employees and mentoring for top level executives. Continuous or periodic training in an organization lead it to a goal achieving level. So, training is necessary at workplace.

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