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### Training as an Intervention

**TRAINING MODULES**

A Brief on Training  
Training allows employees to acquire new skills, sharpen existing ones, perform better, increase productivity and be better leaders. Training is considered very important for organizational development and success. It is fruitful for the employers as well as employees in an organization.

Training in Organizations  
The process of systematically teaching employees to acquire and improve job-related skills and knowledge to better their job performance. In order to be effective:

- training must involve a learning experience.
- it must be a planned organizational activity;
- it must be designed in response to identified needs.

Training can be employee orientation, in-house training programs, mentoring and external training.

The effectiveness of organizations and the experience of people in work rely significantly on training. All organizations employing people need to train their staff on important areas like productivity, health and safety at work, and personal development. Investment in training involves acquiring and maintaining space and equipment. It usually requires operational personnel employed in the organization's main business functions, like production, maintenance, sales, marketing and management support to direct their attention and effort to supporting training development and delivery.

Need for Training  
Specifically, the need for training arises because of environmental changes, organizational complexity, human relations, to match employee specifications with the job requirements and organizational needs and change in job assignments.

Quality Improvement - The customers have become quality conscious and their requirements keep on changing. To satisfy the needs of the customers the quality of service must be continuously improved through training of service providers.

Higher Productivity - It is essential increase productivity and reduce cost of production for meeting competition in the market. Effective training can help increase productivity of workers by imparting the required skills.

Reduction of Turnover and Absenteeism - Training creates a feeling of confidence in the minds of the workers. It gives them a security at workplace. As a result, labour turnover and absenteeism rates are reduced.

Update in Technology - Technology is changing at a fast pace. The workers must learn new techniques to make use of advance technology. Thus, training should be treated as a continuous process to update the employees in new methods and procedure.

Effective Management - Training can be used as an effective tool of planning and control. It develops skills among workers and prepares them for handling present and future jobs. It helps in reducing the costs of supervision, wastages and industrial accidents. It also helps in reduce increasing productivity and quality which are the cherished goals of any modern organization.

Importance of Training  
Training is beneficial for a number of reasons; namely;

- Better job satisfaction and morale amongst work force, lessening employee turnover.
- Improves workforce motivation, boosting productivity, work quality.
- Better capacity to adapt new technologies and methods.
- Improves innovation in strategies & products.



e) Helps employees identify with organizational goals  
 f) Enhances relationship between employer and employee  
 g) Assists in avoiding tension and conflict  
 h) Lowers down costs to the functional areas  
 i) Generates an environment for growth and good communication.

Types of Training

1. Required and Regular Training  
These are training, which comply with legal requirements and are provided for all employees.
  - a. Sexual and harassment prevention
  - b. Safety compliance
  - c. Wage and hour rules
  - d. Employee orientation
  - e. Benefits and enrollment.
2. Basic Skills
  - a. Includes proficiencies needed to actually perform the job
  - b. Most of the time, skills training is given in-house and can include use of a mixer.
3. Technical Skills  
Training is directed at upgrading and improving an employee's technical skills. Either due to new technology or new structural designs in organizations. Technically training is often performed in-house, but it can also be administered externally.
4. Problem solving Skills  
Includes activities to sharpen their logic, reasoning and problem solving skills as well as their abilities to assess, caution, develop and analyze.

Keys to effective training

1. The effectiveness of a training program can refer to the level of employee satisfaction, the amount they learn, the extent to which they transfer the material from training to their jobs, or the financial return on investments in training. Rigorous
2. Rigorous measurement of multiple training outcomes should be a part of every training effort.
3. The success of training also depends on the individual. If individuals are unmotivated, they will learn very little.
4. Personality is important: those with an internal locus of control, high conscientiousness, high cognitive ability, and high self-efficacy learn more.
5. The climate also is important: when trainees believe there are opportunities and resources to let them apply their newly-learned skills, they are more motivated and do better in training programs.
6. Finally, after-training support from supervisors and co-workers has a strong influence on whether employees transfer their learning into new behavior. For a training program to be effective requires not just teaching the skills but also changing the work environment to support the trainees.

Research studies

The impact of Training and Development on Employee Performance: A case study of Eson Consulting by Franklin Kwon, Richard Cowden and Amir Abolmoud Karamideh in 2014.

The study focuses on the impact of training and development on employee performance at Eson. A random sampling method was used to select participants for this study, which adopted a quantitative approach.

## Brain Storming

Brainstorming Technique

Brainstorming is a creative idea generation technique. It is also a problem solving technique. According to Alex Osborn - Brainstorming is a tool for maximising a group's creativity in problem solving. It is a conference technique by which a group attempts to find for a specific problem by amassing all the ideas spontaneously from its members. According to Webster's new world college dictionary 'Brainstorming is the unrestrained offering of ideas or suggestions by all members of a committee, conference, etc. in an effort to find a solution to a problem, generate fresh ideas.

History

The term Brainstorming is used and popularised by Alex Faickney Osborn in 1953 through the book applied imagination. When he was jobless, he worked as press reporter, he also wrote book but publisher rejected his book because



## Individual Brainstorming

Individual Brainstorming tends to produce a wider range of ideas than group brainstorming, but tends not to develop the ideas as effectively. Individuals are free to explore ideas in their own time without any fear of criticism, and without being dominated by other group members. One can write down possible solutions to a clearly outlined problem, forcing oneself to keep the ideas flowing from pen without stopping. This use of brainstorming is effective at stopping one of the strongest drains on creativity.

## Group Brainstorming

Group Brainstorming helps in developing ideas more deeply and effectively, as when difficulties in the development of an idea by one person are reached, another person's creativity and experience can be used to break them down. It tends to produce fewer ideas (as time is spent developing ideas in depth) and can lead to the suppression of creative or quiet people by loud and uncreative ones.

The group optimum size for a brainstorming group seems to be six to 12 members, and the optimum group consists of women as well as men. Brainstorming is a total-group effort. Breaking into smaller groups would defeat the purpose of brainstorming session.

### Steps in Group Brainstorming

1. Select the group: facilitator must select the members.
2. Specify the objectives: facilitator must decide the role of leader, recorder etc.
3. Explain the rules: facilitator must decide the role of leader, recorder etc.
4. Explain the rules: facilitator should explain the rules to everyone before discussion begins.
5. Start the discussion.
6. Record the ideas: Ideas must be recorded and arranged.
7. Encourage the ideas: Facilitator should encourage the members to present ideas and appreciate all ideas.
8. Do end on the used ideas. Facilitator should identify the problem, define and arrange it or organize the brainstorming session, start brainstorming with explanation of background and problem related views, select members and lead out solutions.



## Johari Window

### Johari Window

Johari window is a simple and useful tool for self awareness training, personality development, interpersonal communication, team development, group dynamics and intergroup relations. It is also known as the disclosure/feedback model of self awareness. ~~Also~~ This tool provides us the opportunity to look into how we view ourselves and how others view us.

It acts as a model of opening up the different lines of communication with others. It renders a way to show how we become increasingly more open to others as we get to know them and share information about ourselves. The information transfers from one person to the others as the result of mutual trust which can be achieved through socializing and feedback got from other members of the group.

### Rationale Behind Johari Window

The rationale behind the Johari window is that people have the inability innate ability to adopt four approaches to interpersonal relationships with respect to themselves:

- Ability to disclose a lot of information about themselves.
- Ability to disclose any information about themselves.
- Ability to receive feedback in constructive way.
- Ability to resist any feedback about themselves.

The communication model is developed by American psychologists, Joseph Luft and Harry Ingham in the 1950's, and named as 'JOHARI' by combining their first names, Joseph & Harry. The model is an amalgamation of many unique qualities with reference to its relevance, emphasis, influences, soft skills, behavior, empathy, cooperation, intergroup development and interpersonal development.



Johari Adjectives chart  
A set of 56 adjectives are used to fill the four quadrants. The suitable adjectives are chosen from the following list:

able	Friendly	Modest	Self-conscious
accepting	Giving	Nervous	Sensible
adaptable	Happy	Observant	Sentimental
Bald	Helpful	Organized	Shy
Brave	Idealistic	Patient	Silly
Calm	Independent	Powerful	Spontaneous
Caring	Ingenious	Proud	Sympathetic
Cheerful	Intelligent	Quiet	Tense
Clever	Introverted	Reflective	Trustworthy
Complex	Kind	Relaxed	Warm
Confident	Knowledgeable	Religious	Wise
dependable	Logical	Responsive	Witty
dignified	Loving	Searching	
empathetic	Mature	Self-assertive	

Johari Window model for established team member.

1. Open/Free Area	2. Blind Area	The open free region is large because others know a lot about the person that the person also knows. Through disclosure and receiving feedback the open area has expanded and at the same time reduced the sizes of the hidden, blind and unknown areas.
3. Hidden Area	4. Unknown Area	

Benefits of Johari Window  
Easy to grasp and outcomes are flexible.  
The method catalyses open information sharing  
The method...



## Fishbowl

Fishbowl technique  
Fishbowl as a technique is a simple exercise where there are two circles, which is inner and outer circle. The participants in the inner circle, observe the and engage in discussion on the given topic and during the discussion the outer circle observe the discussion. This is widely used in many organisations and it is used in many situations in the organisation. Sometimes this technique is used for discussing difficult and controversial issues between two groups of people who may be in disagreement. Fishbowl technique becomes a management game when it is used for facilitating dialogue between experts in a way that exposes others to their knowledge while expanding the collective understanding of a subject. In this case the experts sit in the inner circle and discuss a series of directed questions, surrounded by a larger group of observers in an outer circle.

### Steps

1. Prepare in advance
2. Identify 3-6 experts or noteworthy participants who can initiate the fishbowl conversation.
3. Set up the room.
4. Set the participants (inner and outer circles) and introduce the session.
5. Invite the fishbowl participants to begin with the discussion.
6. After about 10-15 minutes, invite a participant from the outer circle to join.
7. Continue the discussion and rotation process.
8. In order to keep the discussion lively and informative, encourage participants to step away from the fishbowl once they have contributed their thoughts.

Fishbowl technique can be used:

1. As an alternative to traditional debates
2. As a substitute for Panel discussions
3. To foster dynamic participation
4. To address controversial topics.
5. To avoid lengthy presentations.

### Variations of Fishbowl techniques

1. Including more empty chairs
2. Rotating and non-rotating participants
3. closed fishbowl
4. Heterogeneous fishbowl
5. Homogeneous fishbowl
6. Convening cases.