LEADERSHIP AND TEAM EFFECTIVENESS

LECTURE – 42

OFFSITE TRAINING AND TEAM DEVELOPMENT

PROF. SANTOSH RANGNEKAR

DEPARTMENT OF MANAGEMENT STUDIES

CONTENTS

- Does your Team need Training?
- Offsite Training
  - Lecturing
  - Audio Video Techniques
  - Simulations
  - Case Studies
  - Role Play
  - Business Games
  - Field Trips
- Pros and Cons of Offsite Training
- Offsite Training & Team Development
- Experiential "Team Building Games"
- Research paper
- Case study
- Book recommendation
- References

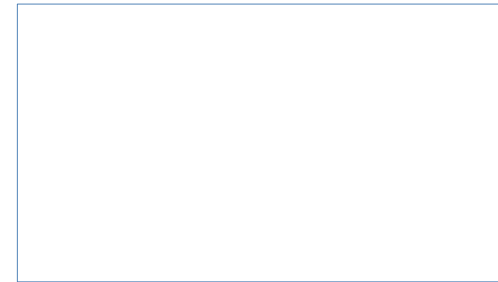Image Source: https://www.vectorstock.com/royalty-free-vector/off-the-job-training-concept-icon-vector-35841817

OFF THE JOB TRAINING

"For the things we have to learn before we can do them, we learn by doing them."

-Aristotle

Does your Team need Training?

Symptoms of Ineffective Teams

- Loss of Production
- Increase in grievances or complaints
- Evidence of hostility or conflicts among the members
- Confusion about the assignments and relationships
- Decisions misunderstood or not enacted
- Apathy and general lack of interest
- Lack of initiative, innovation, or effective problem solving
- Ineffective meetings
- High dependency on the leader

Image Source: https://www.midlandscbd.com/articles/7-indicators-your-team-is-dysfunctional-9819
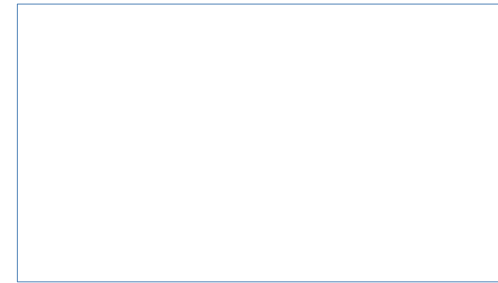
Offsite Training or Off the Job Training

- Off the job training methods are conducted in a separate environment from the job environment, study material is usually supplied and the full concentration is on learning rather than performing.

- Offsite training usually include more general skills and knowledge useful for work, as well as job specific training.

- It can include methods like:

  - Lecturing
  - Audio Video Techniques
  - Role Plays
  - Field Trips

  - Case Studies
  - Business Games
  - Simulations

Lecturing

- Trainers communicate with spoken words which they want the trainees to learn, it is primarily one way communication of learned capabilities from trainer to audience

- It is a verbal presentation for a large audience. The lectures have to be motivating and creating interest among trainees.

- Now a days, speakers also promote some way of interaction by the audience, usually in form of question answers which are preferably taken at the end of whole lecture or at end of different sections within the lecture

Image Source: http://clipart-library.com/clipart/1143592.htm

Lecturing (Cont.)

Merits	Demerits
It reinforces trainers credibility and authority	One way communication with relatively less participation or passive participation
Information is concentrated and organised as desired	The attention span of listener is normally 15-20 minutes
Efficient and Simple, lots of material can be presented within given time	Depends completely on trainers effectiveness and and information.
Can be personalized easily.	A clear and rigorous verbal presentation requires a great deal of preparation and hence time consuming preparation.

Audio-Visual Techniques

- Includes overheads, slides and video.
- Video can be used for improving communication skills and customer service skills.
- It can also illustrate how procedures can be followed.
- It is normally used along with lectures to show trainees real life experiences and examples.
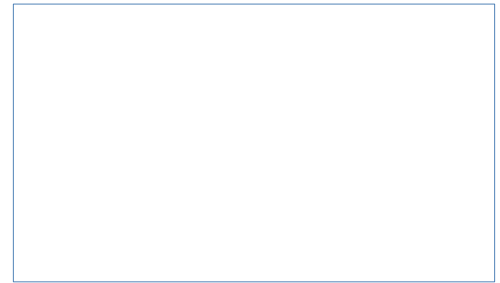

AV Room at IIT Roorkee

Audio-Visual Techniques (Cont.)

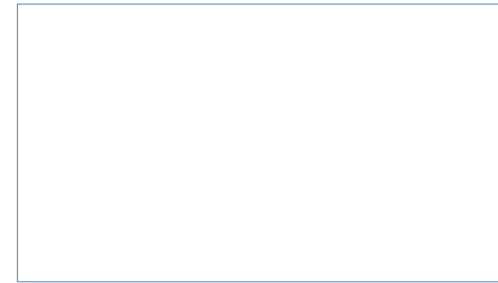| Merits	Demerits
Trainers can review, slow down or speed up the lesson according to expertise of trainees.	Too much content for trainee to learn
It can be watched multiple times.	Important learning points of training can be confused by drama in the video
It gives exposure of equipment, problems and events that cannot be easily demonstrated, i.e. equipment malfunctions, angry customers or emergencies.	Overuse of humour or music

Simulations

- Aim to educate and inform in an exciting and memorable way, rather than purely to entertain.

- It is used to teach production and process skills as well as management and interpersonal skills.


Image Source: https://www.flightsafety.com/simulation-products/products/

Simulations (Cont.)

Merits	Demerits
Trainee can concentrate on learning without involving much risk.	It is an expensive method.
Interest and motivation are high as real job conditions are duplicated.	Need constant updating as new information about work environment is obtained
This method is helpful in cases where on the job training might result in a serious injury and destruction of valuable equipment and material.	
Example: Aeronautical industry	
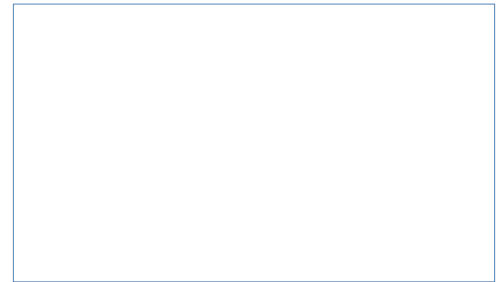
Case Studies

- Involves studying cases from all perspectives, analysing the various options available to the company for solving problems or address issues and arriving at most suitable answers.

Merits	Demerits
It promotes analytical thinking.	It may suppress the voice of average trainees as only those having analytical and vocal skills will dominate the sessions
It is acceptable to everyone as it deals with detailed description of real life situations	Preparation of cases involve expenditure and time and the outcome is not quite certain
It encourages open mindedness.	
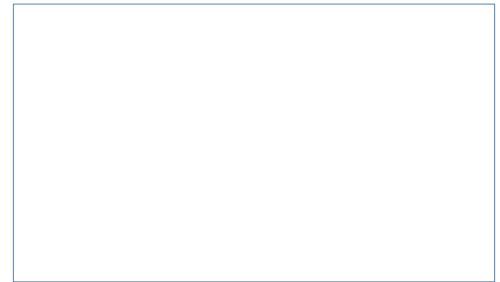
Role Play

- Trainees act out roles given to them. It basically covers topics like employee-employer relationships, hiring, firing, conducting a post-appraisal interview.

Merits	Demerits
Trainees participate in entire proceedings and so they take interest and are involved.	Role playing may sometimes not adhere to the objectives of training program.
It develops skill in applying knowledge in areas of human relations.	The trainees may deviate from the subject being discussed and start giving unrelated examples and explanations
It brings about desired changes in behaviour and attitudes as the trainees are motivated to think	
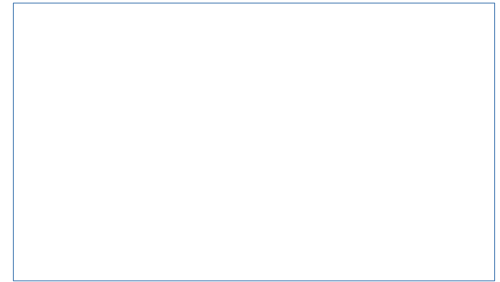
Business Games

- It requires trainees to gather & analyse information to make decisions.
- Business games are primarily used for management skill development.
- Games stimulate learning because participants are actively involved and because games mimic the competitive nature of business.

Merits	Demerits
The game helps dealer to develop skills needed for business success	Factual information cannot be taught through this training
Participant must work as team	
Cohesive groups are developed	

Image Source: http://www.thiagi.com/games/2015/11/15/dec-co-creating-training-games
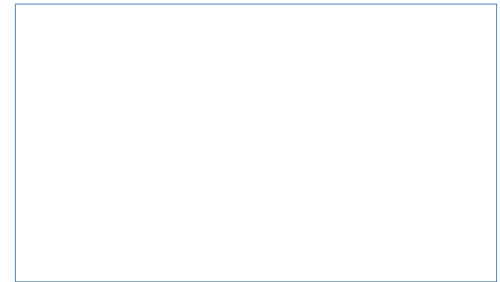
Field Trip

- A fieldtrip or fieldwork or training in the field is a journey by a group of people to a place away from their normal environment. Purpose is to provide real life situations.

Merits	Demerits
- Field trips provide accurate information about objects, process & systems in the real settings. - Enthusiasm for field trips can be effectively transformed to effective learning. - Field trips provide students opportunities to utilize all senses for learning	- Time consuming - Careful planning required - Transportation can be a problem - It is risky for the management.

Image Source: https://www.ftacademy.it/a_field_trip_for_trevi_group_employees_to_enhance_onthejob_training_and_career_development

Pros & Cons of Offsite Training and Team Development

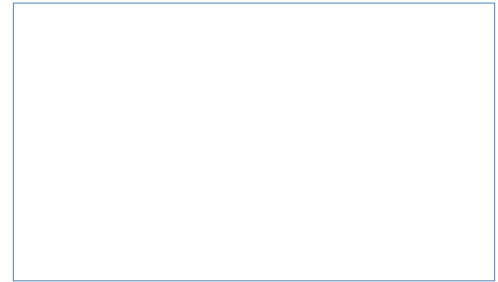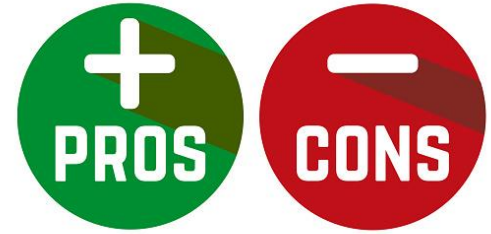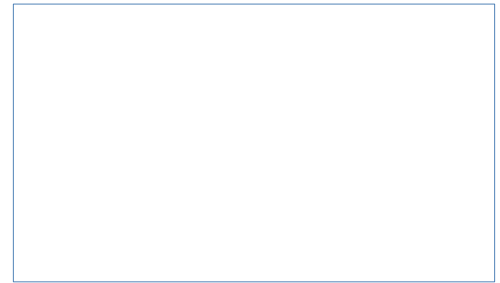| Pros	Cons
Help the team to improve: • Perception that trust • Cooperation • Communication • Self Confidence • Teamwork	• Team members may revert to old behaviors over time • Team members come and go, thereby diluting the experience for their group • Team members are sometimes exposed to harm or injury.

Image Source: https://www.istockphoto.com/vector/pros-and-cons-for-business-gm1199882089-343473152

Offsite Training and Team Development

- Participation in experiential activities aimed at building teamwork and leadership skills

- Participants acquire leadership and teamwork skills by confronting physical challenges and exceeding their self-imposed limitations

- Emphasis is typically on building not only teamwork but also self-confidence for leadership.

- Outdoor training enhances teamwork by helping participants examine the process of getting things done through working with people.

Experiential "Team Building" Games

There are multiple team building games which can offer various positive aspects for Teams. Here are some examples of interesting Team Building games

Two truth and a Lie

Purpose :

Encourage bonding and communication

Method :

Every team will write two truths and one lie

Share statements to other team, Other team will decide which is lie.

Learning Outcome :

Better Communication among co-workers and know each other better

Image Source: https://www.shutterstock.com/search/two+truths+and+a+lie?image_type=illustration

shutterstock.com · 1026569776
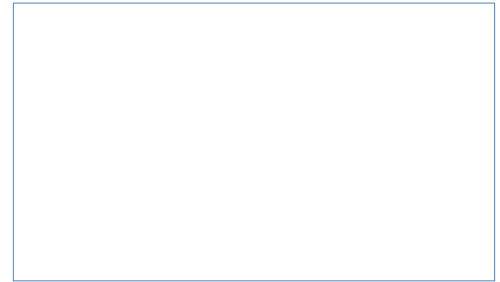
Experiential "Team Building" Games (Cont.)

Game of Possibilities

Purpose :

Encourage creative thinking and have fun
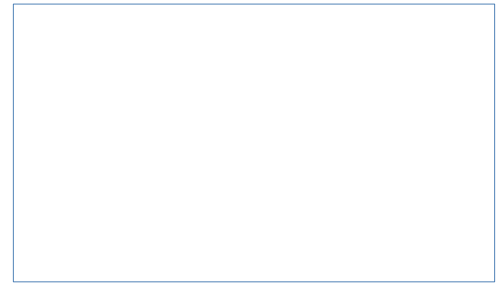
Method :

A item (e.g. napkin) is given to each group. Each person in the group need to stand up and demonstrate the use of item creatively

Learning Outcome :

Better Communication among co-workers, experience different ways to solve problems and use resource effectively.

Experiential "Team Building" Games (Cont.)

The Diversity Tree

Purpose :

To value and respect diversity at workplace

Method :

On a flip chart, each team need to draw a tree with names of the members. Every member need to write encouraging message on the tree.

Learning Outcome :

Instill mutual respect, recognition and positive thoughts among the team members.

Image Source: https://www.istockphoto.com/vector/diversity-tree-hands-illustration-gm482950655-25264645

Experiential "Team Building" Games (Cont.)

Each One Teach One

Purpose :

To make team member understand talent and needs of others

Method :

On a Paper, write name of the members with 3 headings – First impression, positive traits & suggestion for growth. Paper are folded and mixed in a bowl and in different rounds the every member have to select a paper a write about others.

Learning Outcome :

This activity helps the team member see themselves as other see them and reveals perception gaps and areas of growth. It also motivates member

Image Source:
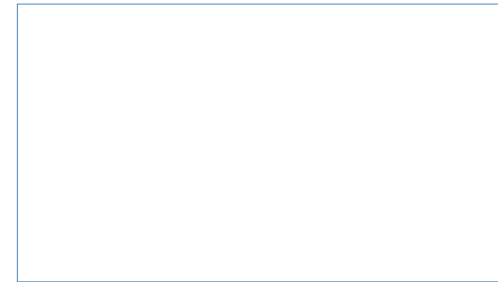
Experiential "Team Building" Games (Cont.)

Recall and Share

Purpose :

Sharing of knowledge and working in a team (Usually played after training event)

Method :

Team have 10 minute to recall and list as many skills they experienced throughout the training. Team share their opinion and other team may challenge their opinion

Learning Outcome :

Encourage teamwork and engagement. Instructor learn what was important to the group and how much retained after the training.
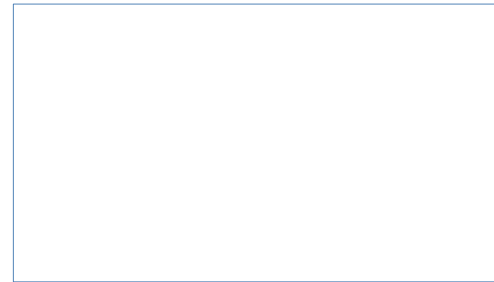
Image Source: https://twitter.com/ahpra/status/1201629693469966336

Research Paper

Reactions to outdoor teambuilding initiatives in MBA education

Sheryl L. Shivers-Blackwell

Florida A&M University, School of Business and Industry, Tallahassee, Florida, USA
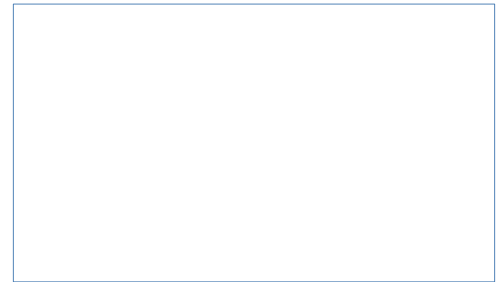
Purpose

The purpose of this research is to evaluate the effects of teamwork attitudes, which looks at individuals' expectations of and prior experiences with teams, and team performance in an outdoor teambuilding initiative with respect to team viability in the classroom.
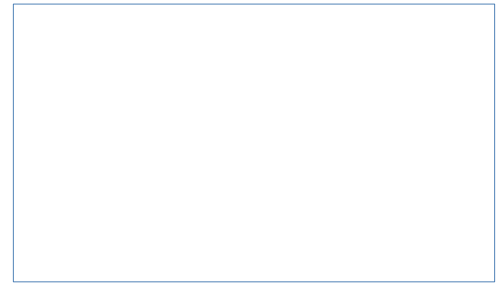
Research Paper

Design/methodology/approach

Respondents were asked to give their attitude and perception toward Outdoor challenge training (OCT) one week prior to training and their impression about the training one week after training. This study examines the performance of 36 teams of MBA students (N = 147)

Findings

Results indicate that teamwork attitudes collected before the OCT are positively associated with team support, potency, intentions to remain in the team, and team survival. However, team performance in the initiative was not related to any of the team viability constructs.

Research Paper
Research limitations/implications

A caution of the present research concerns inferences about causality. Correlational nature of this research and the small sample size does not permit causal statements to be made. The direction of causality needs to be sorted out and empirically substantiated in future research. Research is also needed to further investigate the role of consultants, facilitators, or mentors in the teambuilding process

Originality/value

This study was conducted to document whether or not the expense and time devoted to OCT by the business school was effective for teambuilding. To accomplish this task, both qualitative and empirical investigation was conducted
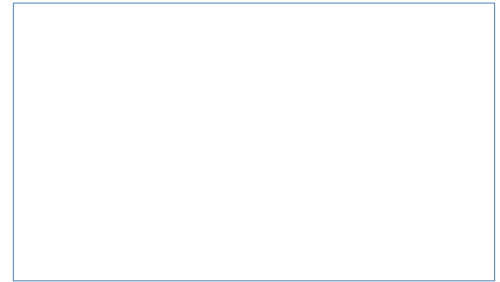
Case Study : Training the Underrated Checklist

- The idea of having to go through a checklist in your job may sound a little demeaning.
- Isn't that what fast food restaurants use to train low-skilled employees what to do, step by step?
- That may be quite true, but it's also what pilots use to be sure the complicated systems of jumbo jets are all in order before flying you to your destination.
- That type of thinking is why Dr. Peter Pronovost of Johns Hopkins University School of Medicine ran into opposition when he proposed a five-step checklist that would not only save money but save lives.
- In the United States, hospital-acquired infections affect 1 in 10 patients, killing 90,000 of them and costing as much as $11 billion each year.

Source: (DeCenzo & Robbins, 2009)

Case Study (Cont.)

- 66 Many of those infections are acquired when an IV line delivering medication becomes infected.
- Dr. Pronovost's checklist is simple and straightforward, including steps such as Doctors must wash their hands before inserting an IV, and the patient's skin must be cleaned with antiseptic at the point of the insertion.
- When Michigan hospitals put the checklist into practice, they not only saved over $175 million in eighteen months because they didn't have to treat infections, but they saved nearly 1,500 lives!
- Such impressive evidence would seem to convert even the toughest critic of checklists, but the hospitals found the same truth that many trainers face.

Source: (DeCenzo & Robbins, 2009)

Case Study (Cont.)

- Employees don't always comply with rules that are for their own good or for the good of others. They need to be convinced. It turns out that doctors are just as stubborn as production employees who refuse to wear safety goggles or a hard hat.

- Dr. Pronovost found that doctors don't like being told what to do. They resented being reminded of the checklist by the nurses who were put in charge of managing the checklists. The organizational culture of the hospitals, including the roles of doctors and nurses, got in the way of patient safety.

- Dr. Pronovost learned to overcome the resistance by bringing both doctors and nurses together in training and appealing to their common concern for patient health.
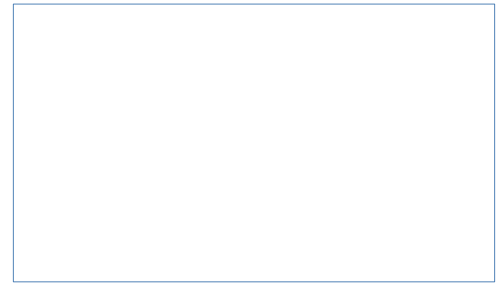
Source: (DeCenzo & Robbins, 2009)

Case Study (Cont.)

- He asked, "Would you ever intentionally allow a patient's health to be harmed in your presence?" They'd say "Of course not." Then he would hit them with "Then how can you see someone not washing their hands and let them get away with it?" Saving lives, saving money. It's all in the training.

Questions

Q1) How can HR leaders overcome resistance to training?

Q2) How offsite training methods are better in organizations like hospitals?

Q3) Develop a checklist that would make a process more efficient or safe for your employer or college.

Q4) What is the best way to train an employee to use your checklist? How would you evaluate your training

Source: (DeCenzo & Robbins, 2009)

Book Recommendation

Team Games for Trainers

Authors: Carolyn Nilson
Publisher: McGraw-Hill Education;
               (June, 1993)

Language: English
Paperback: 352 Pages
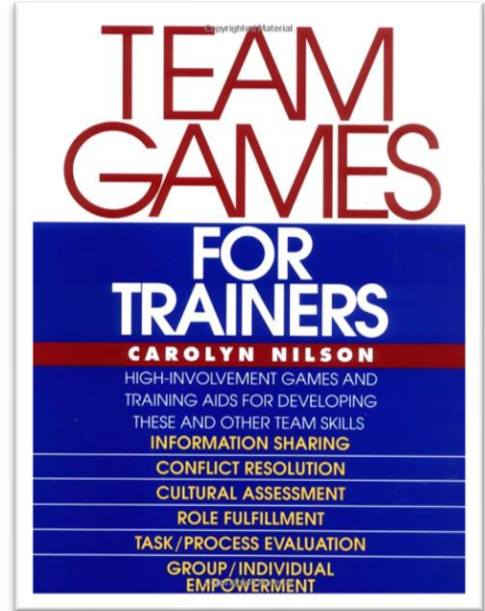ISBN-10:   0070465886
ISBN-13:   978-0070465886

Image Source: https://www.amazon.in/Team-Games-Trainers-McGraw-Hill-Training-ebook/dp/B001SEQJ2A/

Book Recommendation

- Team Games for Trainers contains 100 proven interactive games, exercises, and activities.

- Each game is self–contained, filled with templates, answer sheets, and clear explanations of the objectives and procedures and can be used by experienced trainers and novices.

- These games soften the rough edges of trying to work together in unfamiliar ways, create an atmosphere of collegiality, and form a bridge between training information and on–the–job application. Create effective teams with the Team Games for Trainers
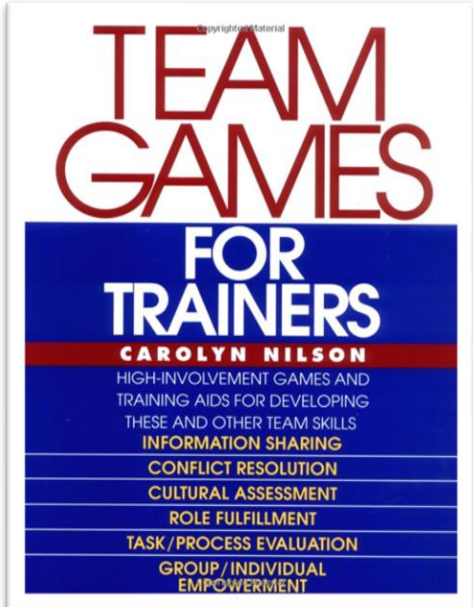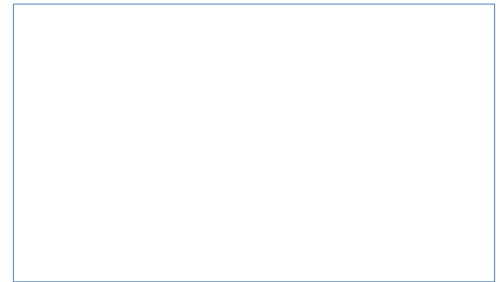
Image Source: https://www.amazon.in/Team-Games-Trainers-McGraw-Hill-Training-ebook/dp/B001SEQJ2A/

References

1. DeCenzo, D. A., & Robbins, S. P. (2009). Fundamentals of human resource management. (10th ed.). John Wiley & Sons.
2. Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th Edition). McGraw Hill.
3. Lussier, R. N., & Achua, C. F. (2016). Leadership: Theory, Application, & Skill Development (6th ed.). Cengage Learning.
4. Northouse, P. G. (2019). Leadership Theory and Practice Eighth Edition (8th ed.). Sage Publications, Inc.
5. Robbins, S. P., Judge, T. A., & Vohra, N. (2016). Organizational Behavior (16th Edition). Pearson Education Inc.

Thank You