

KNOWLEDGE BEANS-17

a human resource newsletter



HIGHLIGHTS OF THIS ISSUE

- Industry Champion, Brett Savage elucidates on coaching at workplace
- Ramesh Jog talks about the simple yet powerful process of feedforward in coaching
- Harshwardhan Gaur gives an outline on training design methodology

industry champion space COACHING

Dr. S. Brett Savage



Dr. S. Brett Savage is the President/CEO at Next Phase Leadership, LLC in the Salt Lake City, USA. He has been in the training and coaching industry for 25 years. He holds a PhD in Philosophical Theoretical Psychology. Dr. Savage has done global research, trained implemented enterprise systems, and coached hundreds of industry leaders toward their stated goals.

Coaching has become this catch phrase that for many people means everything from teaching, mentoring, so on and so forth.

There are psychologists who train as psychology therapists, create websites and market themselves as coaches. The definition of what a coach does is critical and his role is certainly not the same as that of a psychology therapist.

Coaches pull (not push) from their protégées what they really want to do in their career and many a times it may also be what they want to do in their life. Coaching in corporate sense is to fix problems and coaches are often asked to coach someone because they are failing in some aspect.

If say a Vice President of an organization is spotted floundering by the CEO, just a classroom session or



training event would not make an impact to bring about the necessary changes. At least in higher levels in the organization, these training programs are not helpful enough largely because they do not last long enough. What people need to stop doing before they start doing the right things requires a more intimate and longer process.

The other part is we cannot see our own participation very well in the process of change. Self evaluation is a limited evaluation. Others can see us more clearly through the change process. Plus they do not have the vested interests that we might have in hanging on to certain habits.

THE EDITOR'S COLUMN

Reema Malik



Reema Malik is a qualified management graduate specialising in International Business. She endeavours to incorporate her erudition to people development by virtue of her cognizance and a cosmopolitan milieu.

This edition offers interesting write-ups on how coaching can contribute to professional development, capacity to excel and to realize greater satisfaction at work.

In addition to that, we can also discover the knack of structuring training programs by stressing on the call for an effective training design.



Atyaasaa Consulting Private Limited is a leading Human Resource Training & Consulting Organization partnering with some of the best brands in the country and overseas. Atyaasaa has been a catalyst & a contributor in their quest for people development and business excellence. The core differentiator of Atyaasaa process is continual innovation, unique customization and use of state of the art technology tools implemented through ethical and experienced operations and human resource facilitators having contribution as their core value.

COACHING

Case in point – I was once asked to coach VP of a financial group in an IT company. I got to know him, by starting to ask him what his dream job was. His answer was “I want to be a VP without any direct reports.” I asked him if the role of a VP was to get work done from others or work all by himself. I pulled out the assumptions he had in his mind, I constantly questioned him, so that he could hear himself while answering those questions.

Through the entire coaching process, my protégée realized that the role of a VP should be to grow his direct reports and the hard part in order to become the VP is to un - become the expert and let go of the ego and the identity.

It is the relationship between the coach and the coachee which makes people confide in them and say things non - defensively. This certainly does not happen in a training class or a 360 degree feedback or by reading a book. Besides the friendship, trust, accountability, there is something in the coach and coachee relationship which gives the coachee safety and provocation in a good way.

It is also the length of the relationship that matters, when there is someone else with you right from the beginning till the end to bring about the most difficult changes, the journey becomes way easier and smooth.



vital requisite COACHING AND FEEDFORWARD

Coaching is creating a new person by ingraining new ways of thinking and acting to perform to a desired level in future. It prepares a person to be future ready to deploy these abilities to seize opportunities in ever changing business environments.

Coaching a person is therefore for: Choosing Opportunities According to Changing Horizons

When we are addressing such a future need, the coach has to visualize the future and impart relevant abilities or competencies. The person coached develops a mindset to think ahead and act proactively.

Such a mindset prepares one to

- Identify what should be done now to create the future
- Design actions to be taken
- Develop behaviours to be demonstrated



Wing Commander Ramesh Jog

Wing Commander Ramesh Jog, though retired, is active and engaged in research on his mathematical model for business performance at University of Pune. He has authored a book on TQM for Symbiosis Distant Learning Centre with focus on people and has helped organizations to establish business systems to lead the business ahead.



Creating a thinking pattern and the ability to behave according to thinking is feedforward.

Take a simple case of an athlete being coached for high jump. The future state is to seize an opportunity to surpass the earlier performance of self and at the same time that of the competitor.

There is no time to watch the performance in many high jumps and use feedback to get to the record parameters; you are all the time dwelling on “what has happened” or you are reactive. You have a mindset that is reacting to what has happened and not “what could happen?” or “what else?” or “why not?” or “what if?”

Asking such questions requires a different mindset and to equip the athlete to ask “what could be done to jump higher than the competitor or why not I change the rhythm or what if the angle of approach to cross over is changed?”

Feedforward prepares a mindset to explore these possibilities and the athlete visualizes the bar being raised and he/she going over it effortlessly each time.

In coaching, “feedforward” directly influences the person being coached in learning to ask these questions and creating a mindset to be ready to seize future opportunities.

For a leader to be effective in emerging business scenarios, feedforward is a practice which needs to be instilled at all levels of leadership.

Coaching with feedforward relates directly to the future.

space for everyone

DESIGNING TRAINING PROGRAMS

Harshwardhan Gaur



Harshwardhan Gaur holds an MA in Economics and PG Diploma in Human Resources from Institute of Management Development & Research, Pune. Having done summer project on "training effectiveness evaluation" at TATA Motors he is handling training projects along with HR activities in Atyaasaa.



Training is the oldest and the most trusted method of imparting knowledge and skills to the employees. It is treated like a panacea for all ills in the organization. For trainings to be effective the design has to be impeccable. So here is the process of designing training programs.

I - Training Needs Analysis

The first step towards designing a training program is the need analysis at organizational, task and individual level. Organizational analysis shows the context in which the training will occur. Individual analysis helps to identify who needs training. Task analysis identifies the knowledge, skill and behaviours that need to be emphasized on in training for employees to enhance performance at work.

II - Setting the Objectives

On the basis of the training needs identified in the previous step, objectives of the program are derived. These objectives should be measurable ones.

III - Content

We decide the content, based on the objectives set for the training. At this stage, choosing the appropriate models and theories is important. Graphical demonstration of the models and theories is the best way to convey the intended point.

IV - Method

There are various training methods like lectures, on – the – job training, business games, role plays, apprenticeship, simulations, case studies, outbound trainings, multimedia tools, group work, etc. For instance, in a leadership workshop, games or simulations will have a higher impact than just simple debriefs on leadership theories. Similarly, skills are imparted best by on – the – job training. There should be activities for application of models and concepts taught for a more effective transfer of learning.

V - Delivery

The delivery of the training program is the most crucial part. The key responsibility of the trainer is to create a learning environment, keep the participants engaged and manage the group dynamics. The trainer should be able to achieve the objective of the training within the time boundaries that exist.

VI - Evaluation

The evaluation of the training program is done on the basis of objectives set at the beginning. This stage assesses the benefits that the company and the trainees receive from training.

Designing training program is an art in itself with the sole objective of enhancing the knowledge and skill of the trainees. A well designed training can do wonders at organizational and individual level.

