

UNIT- IV TRAINING AND EXECUTIVE DEVELOPMENT

DEFINITION:

Employee training and development implies a program in which specific knowledge, skills and abilities are imparted to the employees, with the aim of raising their performance level, in their existing roles, as well as providing them learning opportunities, to further their growth.

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 or how to do specific tasks to increase efficiency.

Development refers to the overall holistic and educational growth and maturity of people in managerial positions. The process of development is in relation to insights, attitudes, adaptability, leadership and human relations.

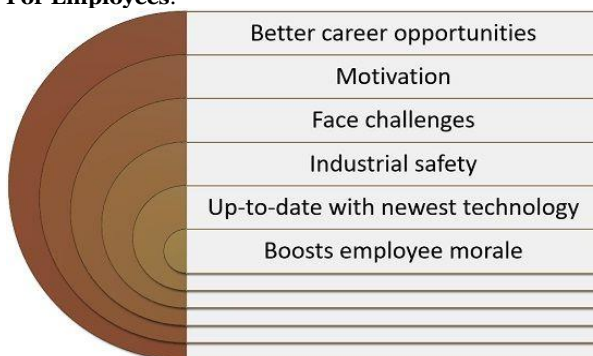
Importance of Training and Development

1. For organization:



- Training and Development programme facilitates better utilization of an organization's resources, i.e. men, machine, material and money.
- It ensures less wastage, with respect to resources and time. When a worker is skilled and trained enough, the amount of wastage will be less, as well as the learning time will be reduced, and the work will be performed in very less time.
- It improves the performance of the employee which results in increased profitability.
- The employees learn new and improved methods of performing an activity, which helps the organization to survive, compete and grow in the market.
- It results in a reduction in employee turnover, idle time and absenteeism.
- It develops a positive attitude in employees towards the work and organization, as well as boosts their morale, which helps them adapt themselves to the changing environment.

2. For Employees:



- An individual focuses more on career than a job. And so, the skills and knowledge acquired from the training add to their resume.
- Improved performance is a sort of motivation for an individual which encourages them to perform much better than before and contribute to the organization's success, which ultimately increases their incentives.
- When an employee is trained enough, he/she will handle any situation or problem and deal with the challenges in a better way.

- Training makes workers machine or equipment-friendly, which reduces the number of accidents during the process.
- It helps the employee to stay up-to-date with the technological changes.
- It results in job satisfaction and boosts employee's morale.

Benefits of Training

1. Training improves the quantity and quality of the workforce. It increases the skills and knowledge base of the employees.
2. It improves upon the time and money required to reach the company's goals. For e.g., Trained salesmen achieve and exceed their targets faster than inexperienced and untrained salesmen.
3. Training helps to identify the highly skilled and talented employees and the company can give them jobs of higher responsibilities.
4. Trained employees are highly efficient in comparison to untrained ones.
5. Reduces the need to constantly supervise and overlook the employees.
6. Improves job satisfaction and thus boosts morale.

Benefits of Development

1. Exposes executives to the latest techniques and trends in their professional fields.
2. Ensures that the company has an adequate number of managers with knowledge and skill at any given point.
3. Helps in the long-term growth and survival of the company.
4. Creates an effective team of managers who can handle the company issues without fail.
5. Ensures that the employees utilise their managerial and leadership skills in particular to the fullest.

Need of Training and Development

1.Improving quality of work force:

Training and development help companies to improve the quality of work done by their employees. Training programs concentrate on specific areas. There by improving the quality of work in that area.

2.Enhance employee growth:

Every employee who takes development program becomes better at his job. Training provides perfection and required practice, therefore employee's area able to develop them professionally.

3.Prevents obsolescence:

Through training and development, the employee is up to date with new technology and the fear of being thrown out of the job is reduced.

4.Assisting new comer:

Training and development programs greatly help new employees to get accustomed to new methods of working, new technology, the work culture of the company etc.

5. Bridging the gap between planning and implementation: -

Plans made by companies expect people to achieve certain targets within certain time limit with certain quality for this employee performance has to be accurate and perfect. Training helps in achieving accuracy and perfection.

6. Health and safety measures: -

Training and development program clearly identifies and teaches employees about the different risk involved in their job, the different problems that can arise and how to prevent such problems. This helps to improve the health and safety measures in the company.

OTHER NEEDS

- The training and development activity is required when company revises its objectives and goal to adjust the changing market conditions.
- Companies often endorse training and development programs to improve the performance of the employees.
- The training and development is needed to set up a benchmark of performance which employees are expected to achieve in a financial year.
- There is always a need of training and development efforts to teach the employee new skills such as team management, communication management and leadership behaviour.
- Training and development is also used to test new methods of enhancing organizational productivity.

Training Process

1. Identifying Training Needs:

Training need is a difference between standard performance and actual performance. Hence, it tries to bridge the gap between standard performance and actual performance. The gap clearly underlines the need for training of employees. Hence, under this phase, the gap is identified in order to assess the training needs.

2. Establish Specific Objectives:

After the identification of training needs, the most crucial task is to determine the objectives of training. Hence, the primary purpose of training should focus to bridge the gap between standard performance and actual performance. This can be done through setting training objectives. Thus, basic objective of training is to bring proper match between man and the job.

3. Select Appropriate Methods:

Training methods are desired means of attaining training objectives. After the determination of training needs and specification of objectives, an appropriate training method is to be identified and selected to achieve the stated objectives. There are number of training methods available but their suitability is judged as per the need of organizational training needs.

4. Implement Programs:

After the selection of an appropriate method, the actual functioning takes place. Under this step, the prepared plans and programs are implemented to get the desired output. Under it, employees are trained to develop for better performance of organizational activities.

5. Evaluate Program:

It consists of an evaluation of various aspects of training in order to know whether the training program was effective. In other words, it refers to the training utility in terms of effect of training on employees' performance

6. Feedback:

Finally, a feedback mechanism is created in order to identify the weak areas in the training program and improve the same in future. For this purpose, information relating to class room, food, lodging etc., are obtained from participants. The obtained information, then, evaluated, and analysed in order to mark weak areas of training programs and for future improvements.

Methods of Training:

1. On-the-job Training Method

2. Off-the-Job Methods

1. On-the-job Training (OJT) Methods:

This is the most common method of training in which a trainee is placed on a specific job and taught the skills and knowledge necessary to perform it.

On-the-job training methods are as follows:

1. Job rotation:

This training method involves movement of trainee from one job to another gain knowledge and experience from different job assignments. This method helps the trainee understand the problems of other employees.

2. Coaching:

Under this method, the trainee is placed under a particular supervisor who functions as a coach in training and provides feedback to the trainee. Sometimes the trainee may not get an opportunity to express his ideas.

3. Job instructions:

Also known as step-by-step training in which the trainer explains the way of doing the jobs to the trainee and in case of mistakes, corrects the trainee.

4. Committee assignments:

A group of trainees are asked to solve a given organizational problem by discussing the problem. This helps to improve team work.

5. Internship training:

Under this method, instructions through theoretical and practical aspects are provided to the trainees. Usually, students from the engineering and commerce colleges receive this type of training for a small stipend.

2. Off-the-job Methods:

On the job training methods have their own limitations, and in order to have the overall development of employee's off-the-job training can also be imparted. The methods of training which are adopted for the development of employees away from the field of the job are known as off-the-job methods.

The following are some of the off-the-job techniques:

1. Case study method:

Usually, case study deals with any problem confronted by a business which can be solved by an employee. The trainee is given an opportunity to analyse the case and come out with all possible solutions. This method can enhance analytic and critical thinking of an employee.

2. Incident method:

Incidents are prepared on the basis of actual situations which happened in different organizations and each employee in the training group is asked to make decisions as if it is a real-life situation. Later on, the entire group discusses the incident and takes decisions related to the incident on the basis of individual and group decisions.

3. Role play:

In this case also a problem situation is simulated asking the employee to assume the role of a particular person in the situation. The participant interacts with other participants assuming different roles. The whole play will be recorded and trainee gets an opportunity to examine their own performance.

4. In-basket method: The employees are given information about an imaginary company, its activities and products, HR employed and all data related to the firm. The trainee (employee under training) has to make notes, delegate tasks and prepare schedules within a specified time. This can develop situational judgments and quick decision making skills of employees.

5. Business games:

According to this method the trainees are divided into groups and each group has to discuss about various activities and functions of an imaginary organization. They will discuss and decide about various subjects like production, promotion, pricing etc. This gives result in co-operative decision-making process.

6. Grid training:

It is a continuous and phased programme lasting for six years. It includes phases of planning development, implementation and evaluation. The grid takes into consideration parameters like concern for people and concern for people.

7. Lectures:

This will be a suitable method when the numbers of trainees are quite large. Lectures can be very much helpful in explaining the concepts and principles very clearly, and face to face interaction is very much possible.

8. Simulation:

Under this method an imaginary situation is created and trainees are asked to act on it. For e.g., assuming the role of a marketing manager solving the marketing problems or creating a new strategy etc.

9. Management education:

At present universities and management institutes gives great emphasis on management education. For e.g., Mumbai University has started bachelors and postgraduate degree in Management. Many management Institutes provide not only degrees but also hands on experience having collaboration with business concerns.

10. Conferences: A meeting of several people to discuss any subject is called conference. Each participant contributes by analyzing and discussing various issues related to the topic. Everyone can express their own view point.

TRAINING PROGRAMME

DEFINITION:

The training program is defined as an activity or activities that include undertaking one or a series of courses to boost performance, productivity, skills, and knowledge.

Training Programmes

1. Technical Training – Technical training is that type of training that is aimed at teaching employees how a particular technology or a machine.

2. Quality Training – Quality training is usually performed in companies who physically produce a product. Quality training teaches employees to identify faulty products and only allow perfect products to go out to the markets.

3. Skills Training – Skills training refers to training given to employees so as to perform their particular jobs. For e.g. A receptionist would be specifically taught to answer calls and handle the answering machine.

4. Soft Skills – Soft skills training includes personality development, being welcoming and friendly to clients, building rapport, training on sexual harassment etc.

5. Professional Training – Professional Training is done for jobs that have constantly changing and evolving work like the field of medicine and research. People working in these sectors have to be regularly updated on matters of the industry.

6. Team Training – Team training establishes a level of trust and synchronicity between team members for increased efficiency.

Advantages of Training to the Workers:

Training is beneficial for the employees in the following ways:

(i) Acquisition of New Skills – Employees acquire new skills and knowledge which will help them their career prospects.

(ii) Higher Wages – The productivity of the workers is increased as a result of training. Because of this, they earn higher wages and bonus.

(iii) Industrial Safety – Trained workers are less prone to accidents as they handle the machines carefully. They also know the use of various safety devices in case of any emergency.

(iv) Preparation for Promotion – The efficient workers sharpen their skills during training. This helps them to prepare for promotion to higher jobs.

(v) Versatile Utility – Trained employees can shift from one job to another easily if there is no work at the present job.

(vi) Higher Morale -Trained employees know their jobs well and have a smaller number of accidents. They are satisfied with their jobs which increases their morale.

Advantages of Training to the Organisation:

Training is beneficial for the organisation as discussed below:

(i) Economy in Operations – Trained personnel will be able to make better and economical use of materials use of materials and equipment's. Wastage will be low. In addition, the rate of accidents and damage to machinery and equipment will be kept to minimum by the well-trained employees. These will lead to less cost of production per unit.

(ii) Greater Productivity – A well-trained employee usually shows greater productivity and higher quality of work-output than an untrained employee. Training increases the skills of the employees in the performance of a particular job. An increase in the skills usually helps to increase both quantity and quality of output.

(iii) Uniformity of Procedures – With the help of training, the best available methods of work can be standardised and made available to all employees. Standardisation will make high levels of performance rule rather than the exception.

(iv) Less Supervision – If the employees are given proper training, the responsibility of supervision is lessened. Training does not eliminate the need for supervision, but it reduces the need for detailed and constant supervision.

(v) Systematic Imparting of Skills – A systematic training programme helps to reduce the learning time to reach the acceptable level of performance. The employees need not learn by trial and error or by observing other and waste time if the formal training programme exists in the organisation.

(vi) Creation of Inventory of Skills – When totally new skills are required by an organisation, it has to face great difficulties in employment. Training can be used in spotting out promising men and in removing defects in the selection process. It is better to select and train employees from within the organisation rather than seek the skilled employees from outside sources.

(vii) Higher Morale – The morale of the employees is increased if they are given proper training. A good training programme will mould employee's attitudes to achieve support for organisational activities and to obtain greater cooperation and loyalty. With the help of training, dissatisfaction, complaints, absenteeism and turnover can be reduced among the employees.

TRAINING NEEDS ASSESSMENT

A training needs assessment (TNA) is an assessment process that companies and other organizations use to determine performance requirements and the knowledge, abilities and skills that their employees need to achieve the requirements. There are three key areas that are considered accurate assessors of those needs:

- Skill proficiency of employees
- Employees' frequency of skill usage
- Level of employees' skills crucial to job performance

RESISTANCE TO CHANGE

Resistance to change is the opposition to altered circumstances or modification of the status quo. Employees may resist **change** when they haven't been briefed on the reasons for the **change** or the thinking behind the decision-making. Listening to employee concerns and ideas will help reduce **resistance to change**.

Reasons for Resistance to Change

In order to facilitate transitions and changes, managers must first be able to identify the exact reason for resistance. Such resistance to change is common in all organizations. The following are some common reasons for this:

- People generally find it convenient to continue doing something as they have always been doing. Making them learn something new is difficult.
- Changes always bring about alterations in a person's duties, powers, and influence. Hence, the people to whom such changes will affect negatively will always resist.
- People who are adamant on maintaining customs instead of taking risks and doing new things will always resist changes. This can happen either due to their insecurities or lack of creativity and will.

How to Overcome Resistance to Change

1. Expect Resistance

It's unrealistic to assume every change you implement will be unanimously welcomed, accepted and supported by all staff members. You know the saying, *prepare for the worst, hope for the best?* Have a plan in place to address pushback, including positive reinforcement and consequences that are clearly communicated and understood by all staff members.

2. Nix Generational Prejudices

Change requires successful collaboration, and it's extremely difficult to get generations to work well with one another if they disagree with another's work style. Management can help the situation by actively looking for instances where two employees are butting heads, and intervening to help bring understanding and compromise to the situation in order to promote positive organizational behaviour. It's also important during the hiring process to recruit individuals who support the company culture you wish to create.

3. Encourage Camaraderie

Teams work better when they understand one another on a somewhat personal level. To cultivate a strong company culture with beneficial organizational behaviour and foster deeper connections between employees, create opportunities for your staff to socialize that doesn't involve work.

4. Identify the Root Cause of Resistance: There are many tell-tale signs that staff members are resisting change. They may complain more than usual, miss key meetings, or bluntly refuse to participate in new initiatives. It's important to recognize when resistance is becoming an issue for organizational behaviour, but it's even more important to understand why your employees are pushing back in the first place.

5. Involve Executive Leadership

You cannot successfully implement change without support from all levels of business. Your employees take cues from the executive team, and if leadership doesn't adhere to the plan for change management, it's very likely your organizational behaviour will change either. Encourage company leaders to set an example, and the rest will follow.

6. Communicate Effectively

By clearly and concisely explaining why the change is taking place, how it will impact each employee's job, and exactly what is expected of each employee before, during, and after rollout — nothing is left to question. But simply stating the obvious isn't enough. Leaders need to make a conscious effort to speak to individuals in the way they prefer.

7. Do Change Right the First Time

Failed attempts to change aspects of your organizational behaviour will have a negative effect on how employees view future initiatives. If you're going to make a change, make sure you're doing everything in your power to ensure it's successful and set realistic timelines. Many companies fail to successfully implement change because they overload employees and expect near-immediate gratification. The reality of change management boils down to one fact: It takes time.

8. Leverage the Right Technology

The open-systems approach theory of organizational behaviour holds that an organization is impacted by its environment because they exchange information, energy, or resources. The most successful work environments are those that are proactive, responsive, and intuitive. With proper customization, implementation, training, and support, technology can actually help bridge gaps between employees and departments and lead the way to positive organizational

SELF DEVELOPMENT

DEFINITION:

According to Henry Sims, "Self-control refers to those behaviours that an individual deliberately undertakes to achieve self-selected outcomes. The individual employee selects the goals and implements the procedures to achieve those goals."

Process of Self-Development:

The process of self-development includes:

I. Developing Awareness about Self

II. Adopting Methods of Development after Conducting the Awareness Analysis.

I. Developing Awareness about Self:

Personal effectiveness is increased through self-awareness. Self-awareness is the level of awareness/understanding of an individual of his own self. This would be high among persons concerned about their selves, their behaviour, feelings, attitudes and mannerisms. Increased awareness of self can assist an individual in effectively using his strengths and competencies in a given situation.

However, understanding oneself alone does not make a person effective. Though generally we feel that we know ourselves, often we are not fully aware of ourselves. Self awareness is an internal concept that helps a person identify what he is. It can be developed by understanding the model of Johari Window.

According to the model, there are two dimensions for understanding the self:

1. Those aspects of a person's behaviour and style that are known to himself, and
2. Those aspects of his behaviour known to those with whom he interacts (others).

	Information Known to Self	Information Unknown to Self
Information Known to others	A (Open Self) Arena	B (Blind Self) Blind
Information Unknown to others	C (Hidden self) Closed	D (Unknown self) Dark

Johari Window

The model has four quadrants which together represent a total person in relation to others. This relationship is represented on the basis of awareness of behaviour, feelings etc. The awareness about self is dynamic. It keeps changing as awareness changes with parties to a relationship.

II. Adopting Methods of Development after Conducting the Awareness Analysis.

1. Constructive behaviour:

The manager should engage in constructive behaviour which leads to goal attainment. This can be developed by managing stimuli that affect his behaviour. He should remove stimuli that evoke undesirable behaviour and promote stimuli that evoke desirable behaviour.

New behaviours can also be created by introducing new stimuli or rearranging the existing stimuli. Once the stimuli are created, rearranged, reduced or increased, the manager measures his behaviour arising out of that stimuli and reinforces it in order to achieve the goals.

2. Time management:

The manager is usually constrained by time in achieving the organisational goals. Time management reduces the elements that lead to waste of time. Internal organisational factors resulting in waste of time are improper planning, overwork, failure to delegate, postponing work etc.

The external factors are noise, unnecessary meetings and travelling, incomplete information about the environment etc. He should reduce these elements and manage his time properly to understand himself, others and relate his knowledge with organisational goals. Various techniques of time management are critical point control, management by exception, delegation of authority, proper planning and scheduling etc.

3. Self-study:

Managers should not only do the assigned task or formal organisational activities, but also enrich their knowledge by reading good books, magazines and journals in the field of management. Study of literature leads to self-development and contributes to organisational goals. Attending seminars, conferences and workshops is also helpful in this regard.

OBJECTIVES OF SELF DEVELOPMENT

1. Motivation

There is a famous saying that where there is will there is away. With strong personal development, you develop the necessary will. The most successful people have one thing common in them and that is they are self-motivated. They motivate and empower themselves with the right beliefs and thoughts. One of the core paths towards personal development is to cultivate the right mindset to reach your ultimate goals in life.

2. Improved Focus

With personal development, it comes to improved focus and effectiveness. As your personal development improves you will be very much clearer on how to prioritize your tasks and do it effectively with the optimal results. You will be able to figure out how to do particular tasks easily with the available resources.

3. Empowerment

One of the most important and key benefits of personal development is claiming back to your empowerment. People are not empowered to their natural creative selves to perform better than ever. It will help you achieve your highest potential while employing your inner resources.

4. Relationships

With personal development improvement, you will be able enough to figure out which relationships needed to be invested in and in which to be cut loose. You also develop the skills to make the most of those relationships which have the most positive impact on your life. Relationships are worth to be careful of because they are a two-edged sword which can lift you or can drag you down.

5. Positive Attitude

The last but not the least, an important benefit of personal development is developing a positive attitude in you and a positive attitude is everything in life. Your attitude will make a big difference between your success and failure, losing and happiness.

Some people do not give so much importance to personal development because the results are not always measurable. But the fact is that the great achievers are those who figure out their inner resources and manage it in a variety of situations. That ability comes through personal development.

KONWLEDGE MANAGEMENT

DEFINITION:

Knowledge management includes all activities involved with the generation, dissemination and maintenance of knowledge to meet organizational goals. Just as humans must create knowledge, they also consume it. ... HR management is central to knowledge management in an organization.

SIGNIFICANCE OF KNOWLEDGE MANAGEMENT

1.Speed up access to information and knowledge

In his famous quote, Lew Platt, former CEO of Hewlett-Packard, once said: "If HP knew what HP knows, we would be three times more productive."

In other words, knowledge management makes it easier to find the information or the people who hold the information you need. It increases efficiency and productivity and allows you to work better, reducing the tendency to "reinvent the wheel."

2.Improve decision-making processes

Employees can improve the quality and speed of decision-making by accessing the knowledge of the entire organization when they need it. When making decisions, enterprise collaboration tools facilitate the access to opinions and experiences of different people, which may contribute additional perspectives to the choices made.

3.Promote innovation and cultural change

Enable and encourage the sharing of ideas, collaboration and access to the latest information. Knowledge management enables individuals to stimulate innovation and the cultural changes needed to evolve the organization and meet changing business needs.

4.Improve the efficiency of an organization's operating units and business processes

With faster access to information and resources across the organization, knowledge workers can act quickly. A study conducted by McKinsey & Co. in November 2011, wherein more than 4,200 executives were interviewed worldwide, showed that the use of social collaboration technologies has improved business processes and the organization's performance in general.

5.Increase customer satisfaction

The sharing of knowledge and cross-collaboration help to increase the value offered to customers. The organization is able to give faster answers or shorten the time it takes to improve a product or service.

COMPONENTS OF KNOWLEDGE MANAGEMNET

The best four components of knowledge management are people, process, content/IT, and strategy.

1.People

The idea is, if you over-focus on one factor, your initiative is bound to fail. And the order is important: you need to get the right people involved before you get into processes and technology. When you're starting a KM program, you need two kinds of people:

1. senior leaders to provide sponsorship and insight into broader organizational strategy, and
2. cross-functional stakeholders to guide implementation.

Senior sponsors should be visible, engaged business leaders who have something big to gain from the implementation of KM.

2.Process

In organizations with strong KM processes, knowledge flows like a city water supply: when someone needs it, they just turn the tap. The KM team, like a city planner, knows how everything flows beneath the surface. They can identify bottlenecks, reroute flows, and measure inputs and outputs. But the end user doesn't need to understand how all that stuff works. For them, getting the knowledge they need is simple and easy.

a standard knowledge flow process that describes how knowledge flows through organizations. It's a seven-step cycle:

1. Create new knowledge (this happens every day, all the time, across all areas of the business)
2. Identify knowledge that is critical to strategy and operations
3. Collect knowledge so it can be shared with others
4. Review knowledge to evaluate its relevancy, accuracy, and applicability
5. Share knowledge through documentation, informal posts, and collaborative activities
6. Access knowledge through pull (e.g., search) and push (e.g., alerts) mechanisms
7. Use knowledge to solve problems faster and make more informed decisions.

3.Content/IT

Content is any kind of documented knowledge, from vetted best practices to quick-and-dirty tips shared amongst colleagues. Content can be immediately reusable stuff like templates and how-to videos, or it may be messy and unstructured information (e.g., project documentation).

We put content alongside IT because IT infrastructures enable people to create this stuff, put it somewhere, and access and reuse it. If you don't have KM, people will still create and use content—but they'll put it in places others can't find, re-make things others have already created, and (most dangerously) reuse content that's out of date or incorrect.

Effective KM programs have workflows for creating and vetting content, taxonomies to organize content, and technology tools to connect people to content. Advanced organizations use content management to facilitate collaboration, uncover innovations, and automatically serve up content to employees in their most teachable moments.

4.Strategy

Every KM program needs a clear, documented, and business-relevant strategy. You can have the best technology tools and a super-smart KM team, but it will be all for naught without strategy. Perhaps Kenichi Ohmae said it best, "Rowing harder doesn't help if the boat is headed in the wrong direction."

The Different Types of Knowledge

1. Explicit knowledge:

Explicit knowledge is knowledge covering topics that are easy to systematically document (in writing), and share out at scale: what we think of as structured information. Explicit knowledge includes things like FAQs, instructions, raw data and related reports, diagrams, one-sheets, and strategy slide decks.

These types of explicit knowledge are all things that have traditionally been what has been captured in a knowledge base or as part of a knowledge management strategy. It's formalized documentation that can be used to do a job, make a decision, or inform an audience.

2. Implicit knowledge

Implicit knowledge is, essentially, learned skills or know-how. It is gained by taking explicit knowledge and applying it to a specific situation. If explicit knowledge is a book on the mechanics of flight and a layout diagram of an airplane cockpit, implicit knowledge is what happens when you apply that information in order to fly the plane.

Implicit knowledge is what is gained when you learn the best way to something. You can then take that experience and synthesize it with other learned information in order to solve an entirely new problem.

3. Tacit knowledge

Tacit knowledge is intangible information that can be difficult to explain in a straightforward way, such as things that are often "understood" without necessarily being said, and are often personal or cultural.

An example is hearing someone say something and correcting them by saying "We'd never use that phrase here." Tacit knowledge is informal, learned with experience over time, and usually applies to a specific situation.

EXECUTIVE DEVELOPMENT

DEFINITION:

Executive development or management development is a systematic and continuous process through which the executives learn advanced knowledge and skills in managing.

OBJECTIVE OF EXECUTIVE DEVELOPMENT

1. Knowledge to New Entrants – The objective of executive development is to impart basic knowledge and information to the new entrants in the organisation for the purpose increasing their overall knowledge and improving their conceptual and decision-making skills.

2. Improving Performance – Executive development aims for the improvement of the performance of the managers at all levels in their present jobs by introducing them with the latest concepts, information, and techniques.

3. Preparing Managers for Future Positions – Executive development has the main purpose to build the second line of the competent officers and prepare them for their future responsible positions as part of their career progression.

4. Preventing Obsolescence – The aim of executive development is to prevent obsolescence of executives by making them aware of the latest techniques and concepts in their area of specialization.

5. Developing Latest Management Techniques – Executive development has its purpose to develop and implement the latest management techniques in place of the traditional systems for increasing the productivity of the managers and the organisation as the whole.

6. Opportunities to Executives – The objective executive development is to provide the new and better opportunities to the executives so that they can fulfil their career aspirations.

7. Optimum Utilization of Managerial Resources – The aim of executive development is to optimally utilize the managerial resources in the organisation.

8. Introducing Changes – Executive development aims for the introduction of the required changes by developing executives and broadening their perspectives so that they can work as the change agents.

PROCESS OF EXECUTIVE DEVELOPMENT

1. Identifying Development Programmes:

First, an organization has to critically examine the organization's developmental needs, present as well as future. Then, it should decide on what types of managers/executives are needed to achieve such needs

. Then, it should compare the existing pool of talent available in-house as well as the strength of potential employees who can be nurtured with the total talent needed to meet the projected needs of the organization. This comparison will help the top management to shape a policy on internal promotion and external hiring of executives.

2. Appraisal of Current Pool of Management Talent:

The performance appraisal of present executives shows the respective performance of each executive in the current position. This discloses the strength and weakness of the existing executives. Besides, the organization should conduct a potential appraisal either formally or through feedback provided by superiors, peers and the HR department. Thus both the current as well as potential appraisal indicates the type of development exposure needed for an executive.

3. Defining Parameters:

Parameters for development needs to be identified in the light of overall developmental needs. These parameters need to be defined in terms of various skills required at different levels of the career for a manager.

4. Inventory of Executives Manpower:

Inventory of executive's age, education, experience, health record, psychological test result and performance appraisal data has to be prepared. An analysis of the inventory discloses the strength and weakness of executives in certain functions relative to the future needs of the organization. This step gives vital input for developing programmes for executives.

5. Developing Executive Development Programmes:

This programme should be tailored to address the deficiency of executives. The individual differences like age, physique, emotional intelligence, intelligence quotients, etc., should be factored in designing the programme.

6. Conducting Development Programmes:

The organization has to choose appropriate programmes like leadership courses, soft-skill development, sensitivity training, team building, problem-solving, management games and so on to address the needs of the executives relative to the current and future needs of the organization.

7. Programme Evaluation:

Since the management programme involves investment of money, time and energy resources, top management intends to measure the impact of the programme. The pre and post programme survey would help in measuring its effectiveness and on deciding the continuity of various programmes.

EXECUTIVE DEVELOPMENT PROGRAMS

DEFINITION

Executive Development Programme (EDP) is a planned and organised process of learning and growth designed to improve managerial behaviour and performance of executives by cultivating their mental abilities and inherent qualities through the acquisition and application of advanced knowledge insights and skills.

Objectives of Executive Development:

1. Improve the performance of managers at all levels.
2. Identify the persons in the organisation with the required potential and prepare them for higher positions in future.
3. Ensure availability of required number of executives / managers succession who can take over in case of contingencies as and when these arise in future.
4. Prevent obsolescence of executives by exposing them to the latest concepts and techniques in their respective areas of specialisation.
5. Replace elderly executives who have risen from the ranks by highly competent and academically qualified professionals.
6. Improve the thought processes and analytical abilities.

7. Provide opportunities to executives to fulfil their career aspirations.

8. Understand the problems of human relations and improve human relation skills.