Strategies to Optimizing Human Strength for Productivity and Well Being Through Changing Roles of Training in Organization

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Abstract. The world is rapidly changing. With an expansion of free trade zones everywhere and the removal of access barriers result of globalization, the competition becomes more intense. The failure to perform means suicide for some of the organizations. In order to thrive and survive, most organizations have begun to do a lot of soul searching, re-examine, rethink, and reformulate the way they do work. An increasing use of high technologies to replace human is a must to reinforce and strengthen the organizations. Even the elements of hi-tech is increasing used, the aspect of human touch is still relevant, especially the training. So the training will continue to be as important and as crucial to organize to success, especially to increase productivity and well being of the people.

Keyword: Training, Productivity and Wellbeing.

Introduction

In this paper, I explore eleven strategies that help to optimizing human strength for productivity and well being in the organizations. I will discuss changes in the role of training in organizations. Training in organizations needs to change, in order to accommodate the rapid global changes. Recent changes brought by globalization has produced a new geographical order which creates a world which is more open, yet at the same time making parts of the world more volatile. This openness has opened up previously sheltered economies to become part of the world market. The increasing of competition among the companies often accompanied by merges acquisition and alliances to gain market control.

In some organizations, training has been separated from the real business functions of an organization. Traditionally training departments are rarely involved in product development manufacturing and service delivery business. Latest development seen that the trainers will have to add value to manufacturing, sales and customer service processes. Trainers must figure out how to measure the impact of what they do and gear towards outcomes their companies need. Trainers also to increased using high technologies and at the same time not forgetting high human touch, namely teamwork, networking, relationship building, social support and immediate feedback. High technologies will replace many of the current training programs that are information giving and providing basic technological and mental skills. Now day's technologies played bigger role in the learning process.

The failure to perform cannot be assumed as something that can be overcome by providing training programs. The general wisdom states that about 80% of performance or quality related problems are not due to lack of skills, or knowledge, problems that cannot be fixed by training. This means that one should not turn into a training fix before finding out exactly what needs to be fixed. There are several reasons for

organizational nonperformance such as inadequate or inappropriate systems, structure, processes, rewards, climate, culture technology, strategies, vision, mission and many other factors.

Strategies

I have identified 11 other hats other than training hat. The 11 other hat are performance technologist, internal consultant, quality / re-engineering manager, organizational learning specialist, change manager, process manager, growth manager. The strategies and the corresponding roles which the person needs to play or coordinate include the following:-

Strategy 1 : Performing Auditing
Role : Performance Auditor

The general agreement among the professionals currently is that training will be more performance oriented rather than subject-matter oriented. In the performance oriented training, the purpose is to prepare performers to prepare in future situations, jobs or roles, rather than only to disseminate information. It involves determining what skills are needed in order to perform effectively and devising situations and simulations where these skills can be performed during the learning process. As a performance auditor in order to assess the actual situation that exists within the organization, one needs to begin with a performance audit of the organization. The important aspects that need focus are performer characteristics, such as their level of knowledge and skill as well as their physical and emotional capacity and willingness to perform input characteristics, such as the necessary resources to perform in the form of the budget, personnel and equipment as well as minimal external interference: output characteristics, mainly adequate and appropriate standards which to judge successful performance; consequences characteristics, the incentives and disincentives to perform and feedback characteristics, that is, the frequency of feedback given on the quality of the performance.

Strategy 2 : Policy and Strategy Realigment
Role : Policy and Strategic Analyst

HRD professionals need to help to identify priorities and direction for long term success, rethinking unrealistic or unachievable vision statements, evaluating the indicators of company goals, and to work with managers to identity new business goals when necessary. They can bring new trends and issues on the external and internal environments to the attention of the strategic decision makers, who may be too busy to notice these trends. Once they adopt these ideas, it is necessary to ensure that they are properly translated and transmitted into concrete strategies and plans are implemented. As a strategic advisor, the focus is on macro issues which are normally ignored as senior managers get bogged down with the nitty gritty of solving yesterday's problems and day to day decision making, while at the same time too busy to attend conferences and workshops to broaden their perspectives. Those who do not have enough direct access to be able to influence senior management directly, indirect methods of putting forward ideas need to be identified and exploited.

Strategy 3 : Intervention
Role : Intervention Strategist

There is an urgent need to move beyond the narrow concern with specific functions, components and symptons to the more holistic systematic view of the organization, to deal with the interfaces between them as a system. The problem of non performance lies often in the interfacing between these factors : between performers, customer, capital, technology, resource, time products services, logistics, culture, government suppliers, external environment such as government policies and regulations, family and wider society An intervention strategist looks at the organization as a systematic organism with many interdependent parts. His job is to identify the point of intervention that is most effective and efficient to

bring about the desired change. The person needs to make recommendation for appropriate intervention strategists, define internal or external sources for intervention, providing intervention resources; evaluate outcomes of intervention, and prepare reports on the outcome which provides a learning source for future interventions.

Strategy 4 : Information and Validation
Role : Researcher

Collecting and analyzing information is an important role which will show the true picture and the trend of an organization's performance. Too often dissatisfaction with performance is based on vague and general indicators which does not give the interventionists much lead to act upon other than the directive to do something about it!. Through research planning, conducting and analyzing survey and interview results and through conducting organizational analyses, the researcher is able to pinpoint areas of concern which need to be given priority for action. Once this is done the person will need to decide on how to effectively communicate the results so that the organization will change. Appropriate research strategist take into consideration of time and resource constraints. One needs to vigilant against the dreadful illness called paralysis by analysis" where so much irrelevant data are collected taking so much of the organization resources, providing results that nobody is quite sure what they mean or how they can be utilize to improve the business.

Strategy 5 : Systematic Enhancement
Role : Structure System and Process Analyst

The role of the structure, system and process analyst is to map out of actual work systems and processes so that what is inefficient and unnecessary can be simplified or eliminated. A system is composed of a string of processes which needs to be closely examined. Processes are a bounded set of repeatable work activities that transform material and information in an output. Non value added steps can be scraped while help can be given to groups or individuals to add value in workplace. Process teams may need to be established, with feedback and training provided to support them. Improvements in process management needs to be monitored to ensure the desired change. In order to create the smoothest flow of services and products to the consumers and ensure the best and most flexible use of resources and competencies, the structure of the organization may need to be modified and simplified from time to time, producing a more flexible, flatter and learner structure. Without the proper structure and systems in place, even the best qualified and most talented people can fail. The structure of the organization must support growth rather than impede it. Traditional functional structure which puts those of like functions together may make managing easier but it usually creates unnecessary bureaucracies and fiefdoms. In order to make people more interdependent and to promote synergy, structural changes may need to be recommended.

Strategy 6 : Technological Edge
Role : Technological Management Analyst

A gap may exist between the technical and non technical personnel which can adversely affect the organization performance. A technology management advisor tries to reduce the gap which is popularly referred to as 'the disconnect' when there is a communication gap due to differences in terminology, training, interest and world views. Technologist may be up to date with technological advancement but may be naïve in terms of business issues, while the manager may experience techno-phobia or simply fail to appreciate the real potential of appropriate technology in business. There are many misconceptions held by technologist and manager which need to be addressed by a neutral and objective third party. The technologist, for example, tends to see new state of the art technology in itself as desirable while the manager wonders why something that is still working be changed for something new. Both parties sometimes fail to relate their viewpoints back to the basic question of whether it is good for the business. Once the technology is acquired, making it work and overcoming resistance and under-utilization is a

major task which the technology management analyst needs to address.

Strategy 7 : Personal / Interpersonal Enhancement
Role : Counsellor / Mediator / Facilitator

Human resource professional invariably need to address personal problems of performers face to face whether one in one or in groups. Sometimes some form of meditation, stress management, advocacy and conflict resolution skills are essential. A human resource person who is not equipped with these skills may loose opportunities to be influential within the organization. Therefore the role of the mediator, counselor and stress manager needs to be played from time to time. However, because of limited time and energy, it is necessary to initiate a peer counseling and mentor system by training others in the management skills. Coaching, labour relations work design, should be conducted by management, teams and employees themselves with the HR professional playing the role of the enable, facilitator or master trainer.

Strategy 8 : Equilibrium Maintenance Role : Change Manager

When the organization transform in response to the changing external environment, all these changes are likely to create internal disequilibrium, manifested by confusion, anger, insecurity, conflicts and resistance. These changes, especially abrupt and extensive ones, such as right sizing, relocation, reengineering, mergers and takeovers can be traumatic not only for those directly affected but for everybody within the organization. This emotional and psychological turmoil will haunt the organization for a long time if it is not properly managed. The role of the change manager is to plan for a smooth transition by preparing for the oncoming change and providing psychological and social support during and after the change has occurred. Establishing the organizational equilibrium is everybody's job with the change manager providing a sense of direction on how to go about achieving it-including where to obtain external consultants to help in the change process.

Strategy 9 : Cultural Enhancement
Role : Corporate Climate and Cultural Advisor

Human resource professionals need to monitor the status of the corporate culture and the corporate climate to ensure that it supports an environment that is conducive for optimal performance. Corporate culture refers to factors such as the prevailing values, beliefs, norms, thinking patterns and rituals that are found and practiced within the organization A culture audit is the starting point whereby performer's attitudes about work. The future, proposed initiatives and the organization's capabilities are assessed through the use of questioners, interviews and observations. Corporate climate refers to how people feel about the company. A neglect for human needs create a poor and unpleasant climate, with low morale, feelings of inadequacy, insecurity and of being unappreciated, it can be gauged in terms of the mental and emotional health of its performers and the quality of relationship between them. Effective intervention of the culture will help to improve the climate.

Strategy 10 : Personal Management
Role : Personnel Manager and Administrator

Personal management and administration is a highly time consuming role which leaves the professional with very little time to deal with human resource development work. Administration deals with the static, procedural, replicable and predictable matters which partially at least, can and should be delegated out. A lot of the work, such as needs assessment, can be automated, ongoing feedback loops can be established in order to capture actual behavior rather than opinions! Which becomes the basis for future intervention strategies, saving the time and energy which can be used for more productive, activities.

Strategy 11 : Learning Organizations
Role : Master Trainner / Learning Specialist

Up to now, most of the training has been to impart knowledge and attitudes whereby training departments survived by putting as many people as possible through training. Training signified a one way transfer of established wisdom or skill from the trainer to an uniformed trainee, who is expected to become more like the established model as a result of the training experience. It focuses on the teacher, not the student. Learning reverses this. Training cannot occur without students but learning can take place with out a teacher.

Learning can occur anywhere and everywhere.

Everybody can help each other learn through coaching, mentoring, peer counseling, team building and training. The master trainer learning specialist facilitates learning by providing the infrastructure and opportunities for learning. Whether in a classroom setting or in the workplace, whether self directed or assisted and whether high-tech or high touch.

Training and development professionals are not as a rule, nearly as knowledgeable as are managers in business issues. Also, they may lack credibility to assist addressing complex issues that require substantive knowledge. For that reason, it is more appropriate to establish teams of trainers whereby everybody in the organization is potentially a trainer. Line managers process engineers. Quality specialist, electronic performance support specialist, system analyst and others are concerned with improving workplace learning and performance should be roped in some form of involvement in the training process.

Conclusions

To Optimizing Human Strength For Productivity and Well Being Through Changing Roles of Training In Organization become more challenging. Training should be decentralized and training should be seen as everyone's job. The need to recruit managers from every departments to get involve in training. They are more influence and experience to their related field.

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