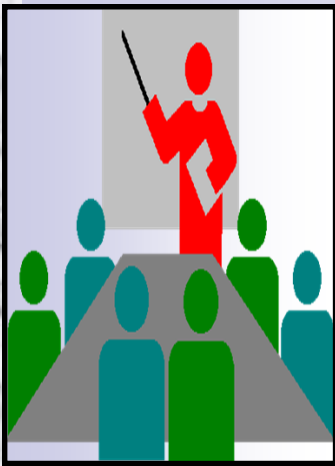


# MANAGEMENT OUTLOOK



## Innovation in training and thinking of an employee

The first thing that many organizations do to reduce cost during tough times by cutting down on training or a total freeze on training. This can be avoided if organizations try to identify what is lacking in their current training initiatives and implement creative training methodologies.

**Over emphasis on class room training:** Currently, in most companies, training is done through class room methodology. Research data indicates that class room training contributes to 10 percent learning effectiveness, coaching to 20 percent learning effectiveness and the remaining 70 percent comes through on the job learning.

**Segregating performance and learning goals:** Companies segregate performance and learning goals. However, in reality, performance goals are learning goals. Key Result Areas (KRAs) are those that help an organization reach where they have never been before. If at all any training / coaching is required for individuals / teams, it would necessarily be for planning and executing these performance learning goals. Instead companies look at performance goals and learning goals in silos and then try hard to integrate.

**Training agenda is planned by HR departments:** In most companies, participants do not have any clue or ownership for the company sponsored training. As they have nothing to lose and everything to gain, people plunk into class rooms with their

minds elsewhere.

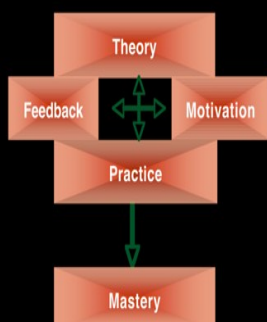
Innovative thinking and not slashing training budgets indiscriminately is the answer to make training work.

**Structure company training around organizational and departmental KRAs:** For each organizational KRA constitute a cross functional team of six members, two of them who are proficient in the area and four who require learning. Provide brief classroom training on the subject matter, project and team management skills. Identify internal coaches for each KRA team. Give learning budget to each team which they can spend on study visits, buying primary or secondary data and accessing technical help.

Here's a look at how training can help aspirants excel.

The importance of continued training and skill development has been highlighted by a recent international workplace survey that shows approximately nine out of ten Indian respondents believe their current skills will be outdated within five years. A survey finds more than a third of the respondents believe the training currently provided by their employers will not meet their future career needs.

### Legacee's Skill Building Model





Training as a function, should be given more importance than it has been given traditionally.

In an increasingly competitive global economy investing in vital human capital can become a key competitive advantage for firms. Training may not seem a priority in the present economic climate, but organizations that devote the resources will be more likely to see higher productivity and profitability in future. The survey also highlights the significance that employ-

newer and better ideas and that too at a short notice. All work hard to get ideas but ideating is something that doesn't happen with hard work alone, it needs more than sheer diligence. So, if you too face a crunch of ideas quite often, here are a few tips for you:

Focus

You need to be 100 percent focused on a matter / problem or issue to think laterally on it. For example actors immerse themselves in the personalities of their characters while painters do sketch after sketch of an image. To ideate well you need utmost concentration, so avoid distractions while you sit down to think.

It's easier to get ideas when you brainstorm on a particular issue with a group of people who offer suggestions and inputs. So, don't confine yourself, go ahead and seek help from people around you.

Don't dismiss an idea just because it seems strange to you, or because it defies some pre-convinced notions. Sometimes, the weirdest of ideas might generate spectacular results, so work on them. Also try not to think about time constraints while ideating as it affects the quality of your ideas.

You won't be able to think creatively if you are stressed out and constantly worrying about one particular thing. The suggestion is you take a walk, play on your computer or enjoy a cup of coffee before getting back to work. It will relax your mind and help you ideate better.

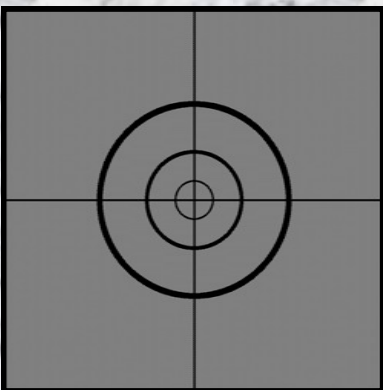
As you investigate ideas and combine them to meet your purposes, keep them simple. Ideas that fit together in a simple, logical and complementary fashion work well. When a simple combination of ideas gets you good result, it is indeed good innovation.



ees across the generational age groups place on training and skills development to sustain them in a rapidly changing labor market.

In addition to innovative training innovative thinking of an individual make them professional and succeed in their careers.

Many professionals succeed in their careers mainly because of their capacity to ideate or think innovatively. Every organization needs employees who can come up with



## Reframing

Reframing in its simplest form is changing a negative statement in to a positive one by changing the frame of reference used to perceive the experience. There are two major types of reframes, or ways to alter our perception about something: context reframing and content reframing. Both alter your internal representations by resolving internal pain or conflict, therefore putting you in a more resourceful state.

Context reframing involves taking an experience that seems to be bad, upsetting, or desirable and showing how the same behavior or experience is actually a great advantage in another context. Children's literature is filled with examples of context reframing. Rudolph's nose, which made people make fun of him, was actually an advantage and made him a hero in the context of a dark and snowy night. The ugly duckling suffered great pain because he was so different, but his difference was his beauty as a full grown swan. Context reframing is invaluable in business. Our mismatching partner was liability until we realized after the brainstorming process that he could be a great asset as a backup, as the one to note in advance any potential problems.

Great innovations are made by those who know how to reframe activities and problems into potential resources in other contexts. For example, oil was once considered something that destroyed the value of land for crop. Yet look at its value today. Several years ago, lumber yards had difficulty disposing of large amounts of waste sawdust from their mills. One guy took that waste and decided to put it to use in another context. He pressed it together with glue and lighter fluid and created something called Presto Logs! After contracting to take away all the worthless sawdust from saw mills, in two years he developed a multimillion dollar business, with his major resources costing him nothing! But that's all an entrepreneur is: someone who endows resources with new wealth producing capacity. In other words, some one who is an ex-

pert reframer.

Content reframing involves taking the exact same situations and changing what it means. For example, you might say your son never stops talking. He never shuts up! After content reframe, you might say that he certainly must be a very intelligent young man to have so much to say. There's the story of a famous army general who was known to have reframed his troops during a heavy enemy attack by saying, We're not retreating we're just advancing in another direction. When a person close to us dies, most people in our culture are sad. Why? Many reasons - feelings of loss, for instance. Yet some people are joyous. Why? They reframe death to mean that the deceased is always with them, that nothing in the universe is ever destroyed, that things just change form. Some consider death as graduation to a higher level of existence, so they are joyous.

Another kind of content reframe is to actually change the way you see hear, or represent a situation. If you're upset about what someone said to you, you may envision yourself smiling as he says the same negative words expressed in the tonality of your favorite singer. Or your may see the same experience in your brain, only this time the speaker surrounded by your favorite color. Or you may even change what he says to you in the first place. As you re-experience it in your mind, you may hear him apologize to you. Or could see him speaking to you from a perspective that puts you very high above him. Reframing the same stimulus changes the meaning sent to the brain and thus the states and behaviors associated with it.

There was a touching and powerful article in the Baltimore Sun not long ago. Republished by Readers Digest, it was entitled, A Boy of Unusual Vision. It was about a young boy named Calvin Stanley. It seems Calvin rides a bike, plays baseball, goes to school, and does just about everything else that eleven year olds do - except see.

