



Certified Train the Trainer
Sample Material
VS-1439

Vskills Certifications

Vskills Reading Material



1. TRAINING AS A TRAINER

Definition of Training

Training can be defined as an organized activity for updating the knowledge and skills of participants organized with a definite purpose. The process of training involves systematic procedures for transferring technical knowledge to the participants so as to update their skills for performing the assigned tasks with proficiency.

The trainees are expected to acquire technical knowledge, skills and problem solving ability by undergoing the training programme. According to Edwin B Flippo, "*Training is the act of increasing the knowledge and skills of an employee for doing a particular job*".

Features of Training

- ✓ Training involves the development of skills that are usually necessary to perform a specific job.
- ✓ The purpose of training is to achieve a change in the behavior of those trained and enable them to perform their jobs better.
- ✓ Training makes newly appointed employees fully productive in lesser time.
- ✓ Training is a continuous process and does not stop anywhere.
- ✓ Training programme must attempt to bring about positive changes in the knowledge, skills, and attitudes of the employees.

In most of the cases the training sessions are organized with the motive to either *inform* or *instruct*, or sometimes both.

- ✓ If the objective of the training is to inform the participant then they are usually presented with information, facts, and knowledge or basic principles. Such training is often classroom based training which has the advantages of scale and consistency, being able to put over a deal of information to a large group of individuals at once.
- ✓ On the other hand training sessions designed with an objective to instruct generally aim to develop specific skills set to gain expertise. In this case, the participants are required to move out of the classroom to gain practical experience, either in a workshop simulation or actually performing the tasks.

What makes a good training session?

- ✓ Knowing your audience
- ✓ Having good objectives - plan
- ✓ Listening to participants needs
- ✓ Enabling interaction between participants
- ✓ Using questions - facilitate not lecture
- ✓ Anecdotes and case studies
- ✓ Reflection
- ✓ Feedback
- ✓ Evaluation

What does Training Include?

It has been observed that there are three elements of Training – purpose, place and time. The process of training involves identifying the purpose, place and time of training.

Flow of Training

- ✓ Training provided without a purpose is ineffective as nothing could be achieved out of it. Therefore the purpose of training must be identified carefully and related techniques must be used for establishing training needs.
- ✓ After having identified the purpose of a training programme, its place must be decided i.e. whether the training has to be provided on the job or off the job. The place would thereby decide the choice of training method and also influence its effectiveness.
- ✓ The next element of training is the time to conduct training. Training not provided at the right time is no worth. Late training would provide outdated knowledge, which would be useless for the employees. Note, the time of the training has also to be specified in physical terms, i.e. in which month/week of the year and at what time of the day.

All these elements of training can have a lot of consequences in terms of the cost of training and its ultimate efficacy in achieving the desired results. The sole objective of training is to bring about improvement in the performance of the human resources.

The purpose of training includes the learning of techniques as required for the intelligence performance of definite tasks. It also comprehends the ability to think clearly about problems arising out of the job and its responsibilities and to exercise sound judgment in making decisions affecting the work.

1.1. Training Essentials

One of the best indicators as to whether you need to train your staff is the height and age of your in-tray contents. As a trainer use the following checklist and ask yourself if you suffer from any of the following,

- ✓ You are unable to take time off, even when you are really sick because there is no one around who can cover for you.
- ✓ You are unable to set aside at least 30 minutes of planning time at the end of each day.
- ✓ You frequently have to help workers finish their tasks and projects.
- ✓ Your subordinates lack any form of initiative.
- ✓ You are never able to take all of the holidays.
- ✓ Getting information from team members is really hard.
- ✓ You're always the last one to leave the office

In case you have ticked more than one of the above you may need to consider training and coaching as mechanisms towards greater productivity and reducing some of your stress levels.

Process of Developing Training Aims and Objectives

“If you don't know where you're going, you won't get there; but if, by chance, you do get there – you won't know you're there“.

It is very important to establish a clear, realistic and measurable objective in preparing a training session. Some of the questions that needs to be answered before you start writing your training session are,

- ✓ “What do I want the participants to do as a result of this training session?”
- ✓ “What do I want to accomplish through the training sessions?”
- ✓ “What outcomes do I require the trainees to achieve once the training has ended?”

Training Objective

An objective is a statement of the goal to be achieved by the trainees by the end of a training session, in terms of recall and understanding.

Purpose of setting Training Objectives

- ✓ To assist in planning a presentation or training session
- ✓ To help the trainer eliminate irrelevant information
- ✓ To focus the attention of the trainees
- ✓ To ensure that both the trainer and trainee know where they are going
- ✓ To test the recall and understanding of the trainees.

It is extremely essential to determine the training aims and objectives at the onset. Very often it is seen that, the trainers concentrate on “*What am I going to say?*” but as a trainer you need to concentrate on “*Why am I giving this training session?*”

It is therefore suggested to write realistic aims and objectives for your training session no matter which format you choose, such that the aims and objectives must be attainable and measurable. It is essential that the results you expect to achieve are realistic. Also you must be able to measure your results.

Sample Aims and Objectives

- ✓ To teach the understanding of current discrimination laws, and to train staff on the implications relating to recruitment, appraisals, benefits, pensions and retirement.
- ✓ To train senior management to use Microsoft Outlook to manage day-to-day priorities, and how it can be adapted to co-ordinate their departmental strategies
- ✓ To train staff on customer care strategies and to ensure that they understand how customer care needs are to be implemented as part of the organization’s ‘Treating Customers Fairly’ initiative.

Rules for writing Training Objectives

Training objective must be phrased in a positive way, and should outline the outcomes of the training. It is suggested that the training objective must begin with, “*At the end of the session you (i.e. the trainees) will be able to...*”, or “*after this session you will be able to...*”

The training objectives must also indicate the training standards that the trainees must be able to attain, to determine the success of the training. Training objective should then continue to state,

- ✓ The Performance
- ✓ The Standard
- ✓ The Consolidation

Performance Statement

Performance under training objective refers to the behavior of the trainee when demonstrating their improved ability and understanding. Note, the more measurable your performance statement the more focused the training session tends to be.

- ✓ “The new software will enable the trainees to programme the computer in *half* the current time”
- ✓ “After learning the new programme trainees are expected to achieve *95% accuracy* on the data input”

Training Standards

Training standards refers to the benchmark to which the performance must comply such as legal standards, company standard, speed, quality, and target numbers to be completed. Training standards are vital for the effective evaluation of the training session. If the trainees do not have a standard of competence/completion how will the trainer know if the session/course has achieved its aims. It is therefore important to establish the training standards at the outset as it becomes difficult for the trainer to understand what standards the trainees are aiming for. Some of the sample training standard statements are,

- ✓ “Being able to write training programmes for all types of delegate in 5 hours against the current time of 18 hours.”
- ✓ “Being able to use animations on all of your PowerPoint presentations to create impact.”

Test Consolidation

Test consolidation also referred as test understanding or as we may say a recall. Consolidation of the training is when the trainees are tested for their competence, understanding, recall etc. This may be cross-checked on the training course by exam, observance, demonstration, quiz, or an oral or written test. Note the trainer should always make the trainees aware about the form the testing that will take place i.e., make the trainees aware of the conditions under which the performance is to be tested, such as the use of notes/reference material, under normal working conditions, alone/with the help of others, etc.

Establishing Key Messages

A training session is considered to be impactful only if the trainer is clear about the key messages that the training must establish in the mind of the audience. Research indicates that 38% of what is learned is forgotten in 2 days and 65% in 8 days so it is very important to ensure that your message ‘hits the spot’. It is suggested that the trainer must reiterate and reinforce the key messages throughout the training for achieving training aims and objectives.

Key Messages must state conclusions, accomplish specific aims and objectives, should be interesting and few in number. Sample key messages,

- ✓ Satisfied customers are essential to the success of any organization.
- ✓ Every organization has both external and internal customers.
- ✓ Quality customer service is a learned skill.

Once the key messages have been defined, then you need to identify the information that will communicate and support these ideas.

Sources of supporting material

- ✓ Inside the organization –Such as product descriptions, statistics, intranet, newsletters and reports
- ✓ Outside the organization – Such as internet research, trade journals, newspapers, books and database services
- ✓ Personal – Such as insights, examples and anecdotes

Training Exercise

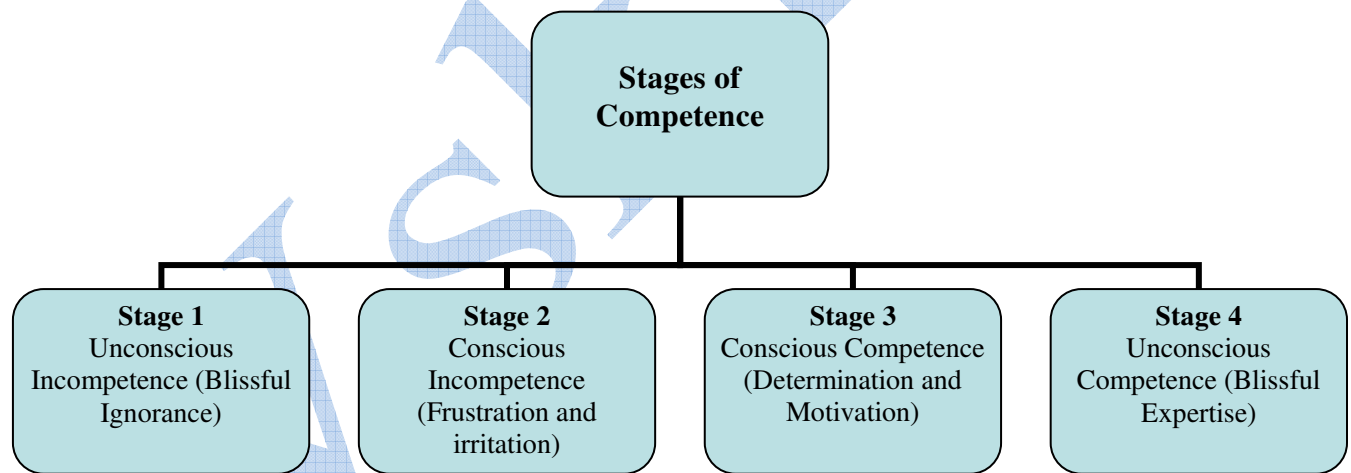
In order to conduct a review part of a training presentation you have designed, write down the answer to the following questions and discuss your results with an employee.

- ✓ What message do you wish to convey in this part of the training session?
- ✓ How does the information you are delivering help to establish the key messages?
- ✓ What else could you use to reinforce the key messages?

Now, once the decision has been made for training, which involves setting of the objectives, booking of dates and organizing the venue, then we need to think about how to train.

Stages of Competence

One of the major drawback of training, especially in case of one-to-one is understanding that not everyone learns at the same rate, therefore one must remember that while we learn we go through several distinct phases until we become ‘experts’. We call these the *stages of competence*.



Let us understand each stage of competence in detail,

- ✓ Stage One (Unconscious Incompetence): This is the first stage from which we usually start. In this stage, we are unconsciously incompetent; and unaware of what it is we don't know. The first stage represents many managers who experience coaching for the first time. They are neither knowledgeable nor skilful; however their confidence exceeds their ability because they have very little idea of what's involved.
- ✓ Stage Two (Conscious Incompetence): We then start to learn at the level of Conscious Incompetence. In this stage we suddenly become aware for the first time of how poorly we do something and how much we have to learn. This is considered to be a very frustrating period for people and some may even quit if they are not really motivated to continue. This stage is

marked by a drop in confidence as the managers gain more knowledge of what's involved. They are trying to use the skills but are having difficulty in putting them into practice.

- ✓ Stage Three (Conscious Competence): As we practice, we start to move up the staircase. In this stage with experimentation and practice we start to acquire the required knowledge and skills. We now know how to perform correctly, but we need to think hard to keep it going well. This stage consists of small progressive steps which give way to a sense of achievement as we adopt relevant skills and knowledge. At this stage managers are now fully aware of what's required and can demonstrate the ability to carry it out. They do, however, have to concentrate fully and check back to make sure they are progressing to plan.
- ✓ Stage Four (Unconscious Competence): This is the fourth stage where a new sense has taken over - the kinesthetic sense of unconscious movement or muscular effort. With frequent application we have arrived at a level of unconscious competence where the whole process seems natural and easy and do not require much concentration. The final stage is reached when they coach both automatically and effectively without really thinking.

1.2. Developing Training Skills

"It is not what you say, but how you say it."

This is a popular saying that describes how your audience perceives you as you are delivering your training session. It is very important to improve your vocal image by increasing your awareness of - and learning to control the five elements of speech.

Making yourself heard

The five elements of Speech are,

- ✓ Pitch: The session should be conversational and natural. Your pitch must vary for emphasizing such as a low pitch for authority and higher pitch for energy and enthusiasm.
- ✓ Pace: It is very important to consider your audience and try not to go too fast. Therefore you must go slow for important phrases and try to speak at half your natural speed at times to create vocal impact.
- ✓ Volume: You must speak loudly enough for everyone to hear you, but without shouting. It is crucial to change the range of volume to emphasize contrast and amplify interest
- ✓ Emphasis: It is recommended to change the pace to emphasize key points. Emphasize and intonate key messages so the audience can hear your conviction about the subject. Also slow down the voice at significant points to convey importance of the key points.
- ✓ Pausing: It is suggested that you must take pauses as it conveys that you are relaxed and confident, allows audience time to think about the flow, it helps to signal a transition from one thought to another. Frequent pauses help to provide anticipation and create impact.

Tips for Effective Vocal Delivery

- ✓ Practice your pitch and control by recording your voice and listen to the playback, and critique yourself or ask a colleague to help.
- ✓ Use some voice inflection exercises to help you avoid a monotone sound.
- ✓ You must always carry a SMILE into your voice. Just remember to smile at the start of your presentation or whenever you start a new topic - This way your voice will sound friendlier.
- ✓ Confidence comes in your voice when you speak with fluency and without hesitation. Confident people also intonate their voices and put emphasis on words or parts of words.

- ✓ You must sound interesting in order to ensure that the audience can hear that you are interested in your topic. Enthusiasm of the audiences rises when they can hear that you care about the topic you're presenting' and 'you care about what they care about.
- ✓ Remember low pitched voices carry more authority but they sound boring, monotonous and dismissive, unless the speaker varies their tone and intonation. Similarly high pitched voices sound positive and action orientated, but also need a variation in pitch and pace otherwise they sound hysterical.

Exercise for Improving Voice Projection

There are a number of techniques, which are designed to improve your vocal image and voice projection. Some of the skills for improving voice projection are,

- ✓ Slow the voice down to half its natural speed at key points whilst emphasizing these points; pause; and then continue to speak at your natural speed for the following points.
- ✓ Intonate your voice to emphasize key words and phrases for instance if you are implying that something is very important - place extra emphasis on the words 'very important'
- ✓ Repeat key words two or three times for impact - a great technique for emphasizing key messages.
- ✓ Extend certain key words - this shows enthusiasm, sincerity and belief about the topic.
- ✓ Pause for longer than you would normally after making a key point. For instance you can count your Mississippis 'One Mississippi' for one second, 'Two Mississippi' for two seconds etc. This technique allows you to count seconds and adds drama to your delivery style. It is suggested to hold your silence for between 3 and 5 Mississippi's for maximum impact.

Certifications

► Accounting, Banking & Finance

- Certified AML- KYC Compliance Officer
- Certified Business Accountant
- Certified Commercial Banker
- Certified Equity Research Analyst
- Certified Foreign Exchange Professional
- Certified Hedge Fund Manager
- Certified Merger and Acquisition Analyst
- Certified Tally 9.0 Professional
- Certified Treasury Markets Professional
- Certified Wealth Manager

► Foreign Trade

- Certified Export Import (Foreign Trade) Professional

► Hospitality

- Certified Restaurant Team Member (Hospitality)

► Human Resources

- Certified HR Compensation Manager
- Certified HR Staffing Manager
- Certified Human Resources Manager
- Certified Performance Appraisal Manager

► Logistics & Supply Chain Management

- Certified International Logistics Professional
- Certified Logistics & SCM Professional
- Certified Purchase Manager

► Law

- Certified IPR & Legal Manager

► Life Skills

- Certified Business Communication Specialist
- Certified Public Relations Officer

► Media

- Certified Advertising Manager
- Certified Advertising Sales Professional

► Office Skills

- Certified Data Entry Operator
- Certified Office Administrator

► Project Management

- Certified Project Management Professional

► Real Estate

- Certified Real Estate Consultant

► Information Technology

- Certified Android Apps Developer
- Certified ASP.NET Programmer
- Certified Basic Network Support Professional
- Certified Business Intelligence Professional
- Certified C# Professional
- Certified CAD Professional
- Certified Cloud Computing Professional
- Certified Computer Fundamentals (MS Office) Professional
- Certified Core Java Developer
- Certified CSS Designer
- Certified Data Mining and Warehousing Professional
- Certified DHTML & Javascript Developer
- Certified Django Developer
- Certified DTP operator
- Certified E-commerce Professional
- Certified E-Governance Professional
- Certified Enterprise Applications Integration Specialist (Biztalk)
- Certified Ethical Hacking and Security Professional
- Certified Facebook Apps Developer
- Certified Grid Computing Professional
- Certified Hadoop and Mapreduce Professional
- Certified HTML Designer
- Certified HTML5 Developer
- Certified iPhone Apps Developer
- Certified IT Support Professional
- Certified J2ME Programmer
- Certified Joomla Developer
- Certified Linux Administrator
- Certified Magento Professional
- Certified MySQL DB Administrator
- Certified Network Security Professional
- Certified Open Source CMS (Drupal) Professional
- Certified PHP Professional
- Certified PL/SQL Developer
- Certified Python Professional
- Certified Router Support Professional
- Certified Selenium Professional
- Certified SEO Professional
- Certified Software Quality Assurance Professional
- Certified Software Security Professional
- Certified Software Testing Professional
- Certified SQL Server 2008 Programmer
- Certified WiMax(4G) Professional
- Certified Wordpress Developer
- Certified XML Developer

► Sales, BPO

- Certified Telesales Executive

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