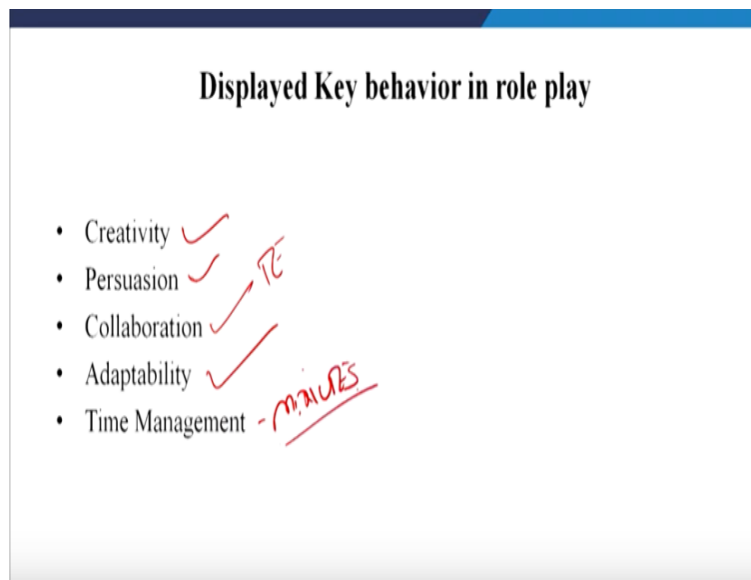


Training of Trainers
Prof. Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee
Lecture 34 - Training Methods: Behaviour Modelling - III

So, you have seen that is the how the behavior modeling that is affecting the learning process of the trainees and therefore it is very much important that is we incorporate the trainees as much as possible. We give them the situation, ask them to demonstrate that particular behavior, and normally this behavior as I mentioned in the earlier module that this behaviour is required to be very positive and that positive behavior will be giving a right message that is yes you are also supposed to behave in a this particular manner.

And this can be for any role, role of a superior, role of a subordinate, role of a colleague or any other role which is suitable for that particular employee within that organization. Then, that is supposed to be demonstrated by the all these actors or the characters which are the part of this particular process.

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Now here when we are talking about the displayed key behavior in the role play, so it becomes very very important that is the what exactly we want to demonstrate. So first and foremost is the creativity. The creativity, that is everything is not explained in behavior modeling. Let them also get certain stimulus and then they show or demonstrate certain input by their own. So,

sometimes, it can be just like a part of sense of humour also, so that can be also there; a body language also, that can be also there, or sometimes a particular dialogue that can be also there. So, therefore the solutions to the problems and behavior and a particular behavior, what will be the response of the another person, another character, that can be the part of this creativity.

Next is the persuasion. The behavior modeling should demonstrate the persuasion because persuasion is making the key of success and more and more we are having the persuasion then definitely these characters when they talk about if you pursue then we can get the better results in the organization. Characters will be able to play better and more. So, more realistic way. So, therefore, in that case, this persuasion is becoming a very very important part in the case of the demonstration.

Next is the collaboration. That collaboration talks about that is the there are so many characters and every character is dependent on others, so what is the interaction is there amongst these particular characters that we have to see and then is their synergy, because when we talk about the managerial functions so one is the coordination. Coordination and the collaboration. So, collaboration is existing or not? If the collaboration is not existing then that will be a big issue.

So, whenever we talk about the creativity and persuasion, simultaneously we have to ensure this coordination amongst these particular characters and there is a collaboration then definitely the overall effectiveness that will be high. So, please be careful that is in the behavior modeling whenever we are talking about the different behaviors, the one very important factor that is the collaboration that has to be there whenever we are talking about these type of the exercise or using this tool for giving the training.

Next part is that is the adaptability. So, adaptability is very very important. Earlier also I have mentioned that is whenever we talk about the managerial effectiveness, there has to be productivity, flexibility, and adaptability and if the employee is adaptable he is adaptable to the culture, he is adaptable to a particular situation, he is adaptable to a particular change, then definitely organization will develop.

So to develop in organization it becomes very very important that is there is the adaptability and in behavior modeling, we have to keep some rooms for these particular adaptability features. So, when we are having these adaptability features and then in behavior, it has to be reflected that is

yes, there was adaptability, that is why the company could face the competition, employees could survive, and better change has brought into the overall organization.

The next part is the time management. That is how to manage the time. So, whenever we are talking about the behavior modeling, it becomes a message, a message to the training, rest of the trainees that is the trainer is also concerned with the time management and he is focusing on that is the how one can ensure the time.

So, therefore whenever we are talking about the creativity and this creativity has to be displayed so that new ideas are welcomed. We are talking about the persuasion which is helping in the interpersonal relationship and the collaboration for the team building. So, team effectiveness that will be depending upon the collaboration.

Lot of research has shown that one should be able to differentiate between the group and team and whenever we talk about the group, so group means that is the individual who is not having any concern with the rest of the members in that particular department or section. So, keep that particular collaboration, it is important, that is the we are having the team effectiveness only when we are having the emotional connect also.

Please understand that is these managerial principles, if there is no persuasion, if there is no proper adaptability then definitely in that case this collaboration will not be there and then there will be no success in getting the behavior from the others in that particular organization. The flexibility, productivity, and adaptability, so this adaptability is only possible when there is a flexibility. If there is lack of flexibility, there will be lack of adaptability because for adaptability, flexibility is very very essential and then in that case the employees, they will not be able to demonstrate the behavior that yes, they are adaptable and they agree to many problems and support you to solve the problems of the employees.

Then there is a time management. Whenever we are talking about the time management that is the management of minutes and this management of minutes is becoming a very very important resource nowadays. So, unless and until if somebody is not able to manage the minutes that is the time then he will not be successful. So in behavior modeling that particular aspect of the time behaving is also required so that the person can demonstrate these particular time management practices.

All these practices as we are talking about we can keep in the sessions of training and in the appropriate under the appropriate umbrella like maybe managerial effectiveness, there can be the individual effectiveness, organizational effectiveness is there and then these type of the aims and goals we can have the sessions as a part of the key behavior in the organization.

Now, whenever we are talking about the behavior modeling, the first and the foremost is that if a person is not ready to listen, he cannot demonstrate, acceptance basically.

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Important Areas to Use Behavioral Modeling

- Learn to Listen
- Choose Your Words
- Understand Why Communication Fails
- Remember the Importance of Non-Verbal Communication
- Be Positive ✓
- Develop Empathy *SOE*
- Understand and Manage Stress
- Learn to be Assertive
- Reflect and Improve
- Working in Groups
- Negotiate, Persuade and Influence
- Conflict Resolution and Mediation
- Problem Solving and Decision-Making

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So, I would like to say that when we talk about the learn to listen it is nothing but the acceptance. A person is having the acceptance to others and in behavior modeling, we have to show that is our leader, our team leader, our group leader, our organization's manager that he is ready to learn to listen and that is the acceptance to ideas of others. Some people because of their past experiences, they are not able to make the acceptance and then in that case they are not ready to listen.

But, if they are not ready to listen, then there cannot be the team effectiveness, there cannot be the collective wisdom and therefore for the collective vision, it is required that there should be the acceptance is required. Now, in behavior modeling, you have to show a behavior like a positive character or a negative character. But, you can choose your words. So, not necessary to copy the scripts, not necessary that is you select a case study, get the particular character and ask the person that is during this particular behavior modeling type of training where we show this

behavior replication and then the trainees learn and then you have to choose your, you cannot choose your words, you have to use these words only. No, that is not correct. What is important is they can choose their words.

So, in this earlier video you must have seen that module that is when the students were talking a particular aspect they were making the use of their own words and not necessarily the words of the others. Now, here another important point in behavior modeling is that is the we have to understand the communication of each other. If we do not understand the communication of each other the task cannot be accomplished.

So, therefore to accomplish the task understand why communication fails, which barriers of the communication they are playing a dominant role and as a result of which the communication is not complete. This may be a reason of the ego, this may be a reason of fear, this may be a reason of the even itself is the citizenship behavior. So therefore in that case we have to understand why communication fails. Then we have to remember the importance of non-verbal communication.

Employees are involved or not, that commitment is there or not, that ownership is there or not, belongingness is there or not, this we can judge on the basis of their presence or absence and also even if they are present whether they are involved or they are not involved. Suppose, if the employee is not available right so, in that case, it is it might be the reason that he is not willing and this type of the non-verbal communication that is to be noticed.

So, non-verbal communication what it talks about? Non-verbal communication talks about that is they are not able to match with each other. They are not able to learn from each other and therefore in that case in specially the group activity, in the group activity we have to see the verbal communication and the non-verbal communication. If the non-verbal communication is negative we have to be very careful because the person may show the verbal communication and maybe the acceptance because of their own affection to the organization. But, if the persons or employees are not showing the any non-verbal communication it means that they are not involved. So, there might be the lack of job satisfaction and if it is so it is a serious indicator of the behavior modeling.

Another is that is to be positive. So, if you want to demonstrate a particular behavior, the person should be very very much positive. He should demonstrate a positive message. He should be able

to show that is the what he can do for the organization, he is helpful, he is supportive, he visits to the HR department, talks to the people and ask them that what is right, what is wrong. Where they fail that is there is a need for their attention and therefore they will be positive.

Then they develop empathy, concern for others. It is also the very very important part in case of the SQ, spiritual quotients. So, therefore if you are having this particular type of behavior, developing the empathy then definitely you can have this very very high concern with the others and when we are talking about the synergy, collaboration, right or the team building, so all are well connected but how they are connected? They are connected through empathy. Unless and until there is no empathy then the employees they will not show the high concern for each other.

So, what is important is that is in case of these behavior demonstrations the very important part is the demonstrating the empathy and that is the concern for others. If concern for others is shown then it will be positive. Now, there are many reasons for which there is a distortion in behavior and one of the major reasons is stress. Stress at workplace. How to minimize the stress? So, stress can be minimized mentally or physically. The stress management is there and therefore we know the relationship between the stress and productivity.

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Important Areas to Use Behavioral Modeling

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- Develop Empathy
- Understand and Manage Stress
- Learn to be Assertive
- Reflect and Improve
- Working in Groups
- Negotiate, Persuade and Influence
- Conflict Resolution and Mediation
- Problem Solving and Decision-Making

The slide includes handwritten red annotations: a circle around 'Be Positive', a bracket under 'Learn to be Assertive', a bracket under 'Reflect and Improve', and a bracket under 'Conflict Resolution and Mediation'. There are also some red scribbles and lines drawn on the slide.

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So, whenever we are talking about the stress and productivity it goes like this. It is about the inverted use. So, if you want to increase the productivity and there is a stress, so as soon as you will increase the stress, productivity will go high up to a certain extent of the employee's ability.

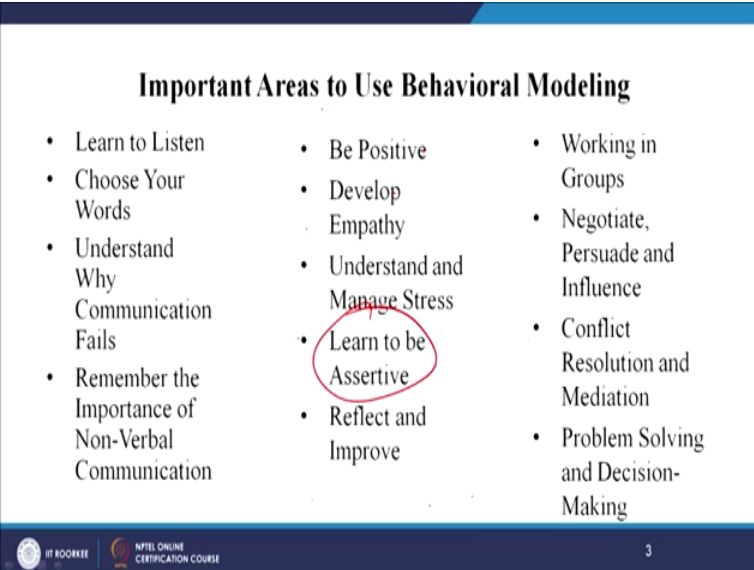
But, when you again increase the stress, then in that case you will find that in this particular stress level it is going, productivity is going down as soon as we increase the stress.

Now, every individual is having the different diagrams, some persons are having like this stress, some persons are having stress like this also, and some persons are having the very high stress, bearing the high-stress as compared to the productivity is concerned. It means that this relationship between the productivity and the stress it depends from the individual to the individual and how they are mentioned? They are mentioned with the part of this particular personality.

Now, you see that if you are positive, if you are developing the empathy then in that case you will, this positive and empathy will increase the stress-bearing capacity. So, in behavior modeling if you want to teach the management of the stress then please in behavior show that is how people are positive and if the people are positive then their graph of facing the stress and that will be high, otherwise the people will be like this. Suddenly it will go up productivity but immediately it will go down because they are not able to manage stress. So what are the ways to manage the stress that we can be also, we can demonstrate, like how to be positive, how to develop empathy, how to be assertive.

Assertiveness in the behavior that can also be taught and therefore in that case, one can learn to be assertive and one can also learn to reflect and improve. This is a learning basically. Learning for this behavior modeling, and then if you want to make a powerful personality of yourself then definitely in that case, it will be possible that is you are talking about the different levels of stress and the reasons for stress and then relaxing the stress.

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Important Areas to Use Behavioral Modeling

- Learn to Listen
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- **Learn to be Assertive**
- Reflect and Improve
- Working in Groups
- Negotiate, Persuade and Influence
- Conflict Resolution and Mediation
- Problem Solving and Decision-Making

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So, in a given situation, one can have a very high stress but if he is positive and he is developing the empathy, his SQ spiritual quotient will be high which will be minimizing the stress or making the optimization of the stress level. For example, children's admissions or examinations and that time when we talk about the stress level, the stress level is very high but when they learn to be the assertive then in that case definitely they will be able to be more and more better managers to manage the stress and then definitely if they are able to manage the stress that will reflect and improve on their performances.

So, if you want to improve their performances it becomes very very important that is the you are, with the behavior modeling you can show that is you are concerned with the empathy with the others, you are positive. And then when you will, the trainees will follow the trainer or when at the workplace when the young employees they will follow their senior employees with the positivity and empathy concern then definitely they will be able to manage stress and learn to be assertive.

So, therefore this is the these are the examples where you can find that is how the learners they can manage their stress and can learn to be assertive and improve their performances. Now, we will talk about that is the behavior modeling working in the groups. As I mentioned that is there are different types of personalities, in earlier module I have mentioned. So, some are like a horse,

some are like a cat, and some are like an elephant and therefore if you keep together in the organization culture, everybody is given different responsibilities but they are working together in a team then you can convert this group into team by this behavior modeling.

It is a wonderful technology or technique, method that can be used for developing the team building through the behavior modeling and then person realize that is if I do not behave properly then our team will go down and if team will go down and not perform well then some of them will lose the job also. That is a threat, biggest threat is there. So what is required? Working in the group and team. And that working in the group and team that will make a sense that is how they are able to accomplish the task.

So, if they want to accomplish the task be positive, develop empathy, understand and manage stress, learn to be assertive, reflect and improve. Then in that case definitely they will be able to work in the groups. Now, another important aspect in behavior modeling is that is the negotiation. So, please read the other exercises and business games, behavior modeling, role-playing, and learn to negotiate, how to negotiate. And then therefore, in that case, there can be a series of training programs in the negotiation because as soon as the new generation comes then they are not able to negotiate it properly. They are more emotional, they are not rational, they are not logical, they are not spiritual and as a result of which they are failing to the negotiation.

So, if you want to be the proper, a good negotiator, then through behavior modeling you can demonstrate that if you will not behave properly nobody will agree with your proposal. You will lose the customer base, you will lose your friends club, and therefore, in that case, it is very important that is one individual he learns to negotiate.

Then another important point is persuasion, persuade and influence and therefore right time, right place with the right person, one should be able to persuade and influence and that is to be taught with the help behavior modeling. If proper behavior modeling is there, there will be negotiation, persuade, and influences.

Next is the conflict resolution. I have mentioned that in the conflict resolution when we talk about the avoidance, accommodation, the five strategies do not forget which I have talked earlier. Then there is a competition, there is a collaboration, and there is a compromise. So, these are the five strategies are applicable. Now, if you want to go by these five strategies, then in that

case what is important is that you have to understand how to resolve the conflict. And when we are making a script and then the participants they are showing through the behavior, that is how they have compromised or collaborated or accommodated or avoidance is there or they have the competition is there. So, therefore, that conflict resolution techniques can be learnt with the help of behavior modeling.

There is if you are having this type of the conflict, negotiate, talk to each other in this way because you have to adopt that particular strategy, adopt that strategy, not by the strategy you want to demonstrate, no, what is required, what is important, what is to be shown and therefore that conflict resolution and mediation strategy that will work and then they will demonstrate how effective you are and finally in the behavior modeling is problem-solving and decision making.

You can go for this particular type of the exercises where the behavior modeling is done and the problem is solved. So how a superior should behave with the subordinate? Then superior has asked okay, let us play and he has been given a role of the subordinate and then same dialogues are repeated by the another senior. Then in that case then he will realize how I was behaving with this particular employee. So, therefore, in that case, in a given situation for the problem solving and decision making an appropriate behavior that can be also demonstrated with the help behavior modeling.

These are the certain examples basically which give an idea that is the how one can go for this particular type of the training programs and can create the better training base and if they are able to behave properly, behavior modeling properly, message will be fast and quick.

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"If I say it, the other person will understand."

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Not necessarily. Meaning is ascribed by the receiver of a message, so saying it doesn't mean it will be understood. We need to check to see if the meaning of our message is understood as intended.

So, when I say, if I say it, the other person will understand. If I say it, the other person will understand. What it means? Not necessarily meaning is ascribed by the receiver of a message, so saying it does not mean it will be understood. We need to check to see if the meaning of our message is understood, and intended or not.

So, therefore just by saying if I say then the other person will understand it is not enough. Sometimes we may get the losses, sometimes we may get the misunderstanding and therefore it becomes very very important that is we have to check if the meaning is meaning of our message is understood properly as we have intended to do and if we are not having that proper message then definitely, believe me, then there will be the miscommunication and the other person will not understand which may increase to employees turnover also.

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"The more communication, the better!"

If you are feeling misunderstood, talking too much and louder is a mistake. This can actually exacerbate a situation versus clarify it. Excessive talking won't help. Try different ways of expressing yourself. Knowing when to remain silent is part of communicating effectively.

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"If I say it, the other person will understand."

Not necessarily. Meaning is ascribed by the receiver of a message, so saying it doesn't mean it will be understood. We need to check to see if the meaning of our message is understood as intended.

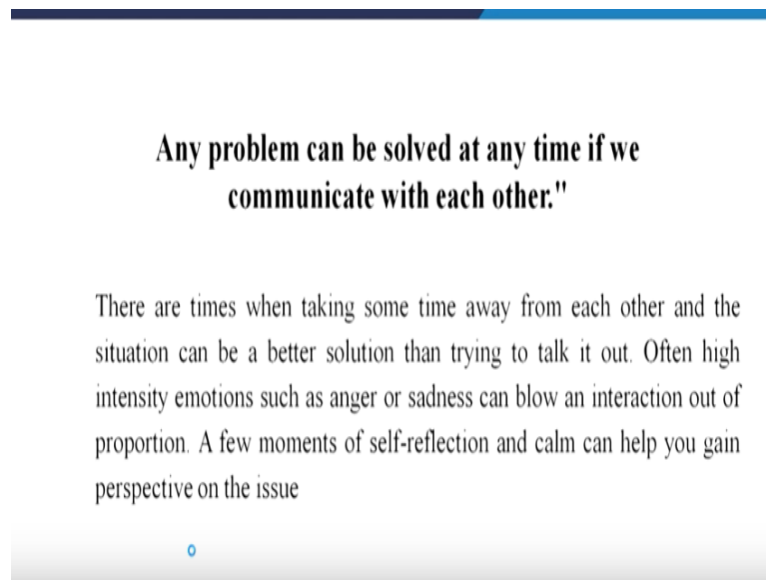
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Now whenever we are talking about the next part, that is the the more communication, the better is, what it means? If you are feeling misunderstood, as I mentioned in the earlier slide that is if I say it, the other person will understand. No, you have to check if the meaning is properly understood or not and if the more communication the better is. It is not necessary, if you are feeling misunderstood, talking too much and louder is a mistake. So, many times employees feel that is when they will talk more, they will create more network, not necessarily. It is possible that is you are talking too much and louder is a mistake.

This can actually exacerbate a situation where versus clarify it. So, therefore it is important that whenever this type of situation arises in communication, we have to clarify. Excessive talking would not help. Please understand that is the many people feel that is they will talk too much then they will develop better interpersonal relationship. Not necessary. It may lead to the misunderstanding and therefore excessive talking never helps.

Try different ways of expressing yourself. So, not necessary that you are verbally, you are talking and expressing yourself, sometimes by showing your concern and the message is gone. Knowing when to remain silent is a part of communication effectively. So, many times we have to be very careful, that whenever we are talking about a particular message and then sometimes without talking without communicating, without expressing yourself that is the it is better to remain silent because that will make the message more effective. So, if you communicate and then you say that the message will go, not necessarily. So sometimes this non-verbal that will help.

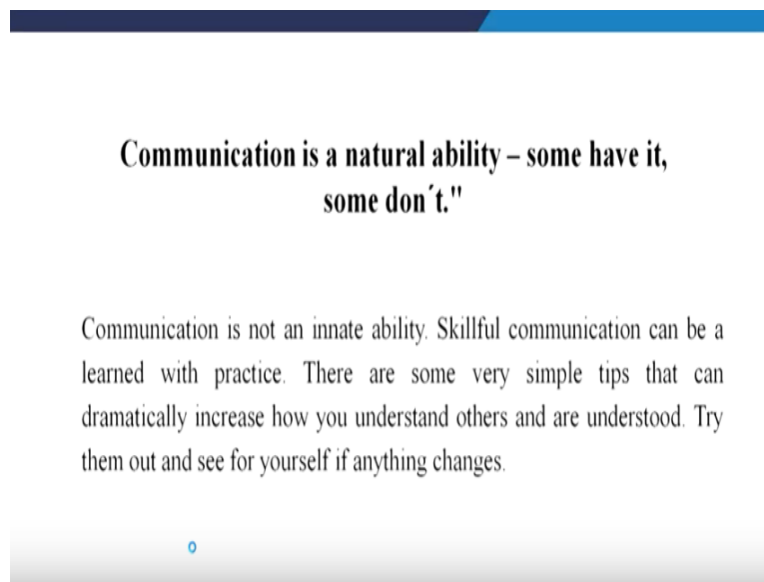
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Any problem can be solved at any time if we communicate with each other. There are times when taking some time away from each other and the situation can be a better solution than trying to talk it out. Often high-intensity emotions such as anger or sadness can blow an interaction among the proportion out of proportion and a few moments of self-reflection and calm can help you gain perspective on the issue.

So, it is a question that is what type of the demonstration is there. In the case there is an interaction is out of proportion then definitely it will harm. It is not going to help anybody. So, what is required? A few moments of self-reflection, understand that whatever we are talking it is right or wrong and then calm can help. So if you are calm, cool and collective as I always mention, then that can help you gaining the perspective on this particular issue and as a result of which the persons will be able to be successful.

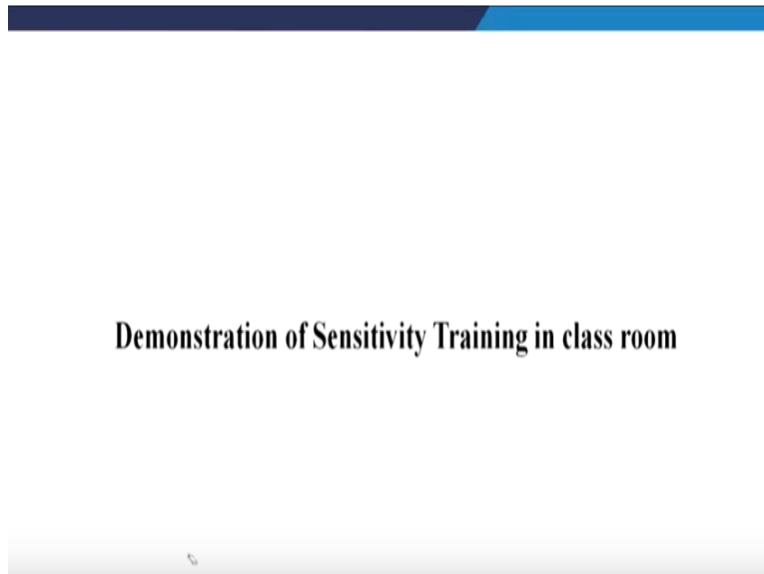
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Next is communication is a natural ability. Some have it and some do not. It is not an innate ability. Skillful communication can be learned with the practice. So, it is not necessary that if somebody is having the natural ability of communication only in that case he can also have a better communication at workplace, otherwise he will not, no, not necessary. He can learn. The communication is a practice which one can learn. There are some very simple tips that can dramatically increase how you understand others and are understood. Try them out and see for yourself if anything changes and therefore sometimes it works and sometimes it does not work.

So, one magic will not be fit for all. So, please see that is how dramatically by behavior modeling you can find out and understand that is how the things will work here or which things will not work here. Now, I would like to show a demonstration.

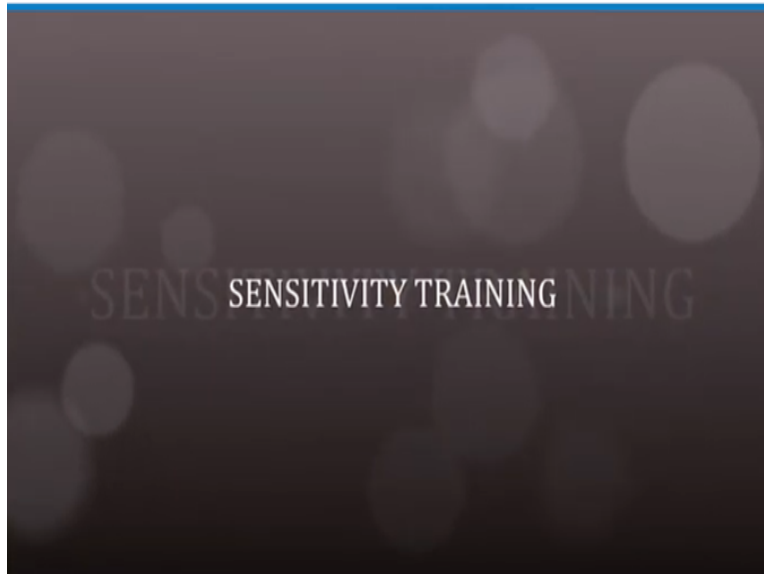
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Demonstration of the sensitivity training in the classroom and then you will find that another aspect of the behavior modeling is that is the how to be more and more sensitive and then making the more effective the communication. So, it is not necessary that in the behavior modeling you have to write a script and then but also we can see by providing the sensitivity training.

Let them understand each other. Be sensitive and then they will be having the successful learning of the behavior modeling. I would like to show here this video.

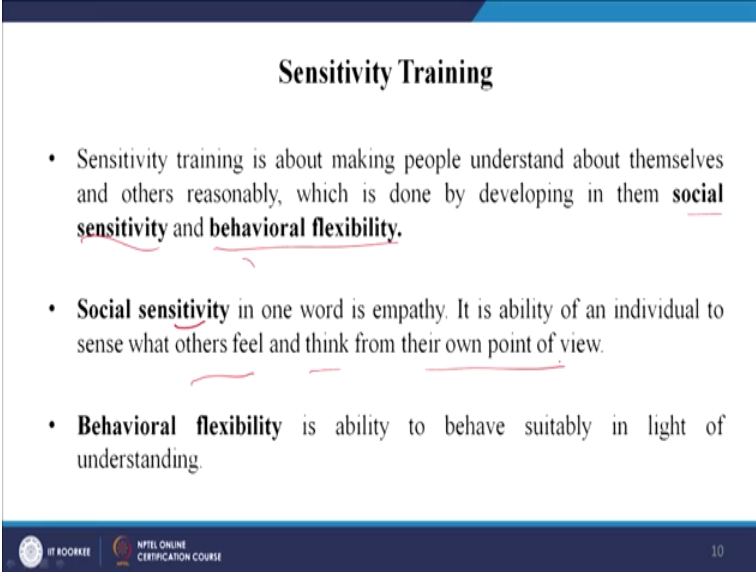
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Now, whenever we are talking about the appropriate dressing then, in that case you will find that is always people are very much sensitive about this type of training and it is of making the people understand about themselves and others reasonably. So, whenever you are going into a formal environment and then definitely in that case the formal dressing that will make you the sensitive.

However, some leading organizations they may not give that much emphasis because the culture which they are developing that is more informal and but can be more creative also. So it may not be applicable to all but in general whenever we are talking about the dressing sense and that makes a difference.

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Sensitivity Training

- Sensitivity training is about making people understand about themselves and others reasonably, which is done by developing in them **social sensitivity** and **behavioral flexibility**.
- **Social sensitivity** in one word is empathy. It is ability of an individual to sense what others feel and think from their own point of view.
- **Behavioral flexibility** is ability to behave suitably in light of understanding.

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And then the social sensitivity and behavioral flexibility, this is very very interesting point that is the as I always mention about the flexibility and here the flexibility is the behavioral flexibility. How you can show the behavioral flexibility? And if there is a flexibility in the behavior then definitely the person that can be adjusted at any workplace. But, the personalities which are rigid and then they are not flexible enough then they will not be able to cope up with the given situation and specially the stressful situations.

For the stressful situations it is very very important that is you are having the behavioral flexibility. Because unless and until you will not understand others you will not get understood, if you will not give this opportunity then how one will be able to learn? And if you will not able to learn and understand each other, how your managerial effectiveness will increase? So, sensitivity training is giving an opportunity to understand others. So sensitivity training is giving an opportunity to work with others. It is also giving an opportunity to learn from others. But all these aspects what is the first and the foremost condition is, and that is about the behavioral flexibility.

I am sure that is the those who are having this behavioral flexibility their social and social sensitivity is high, they will be more and more liked by the people and then they will be getting the better teamwork and better leadership also. So, social sensitivity is one word is empathy, as I

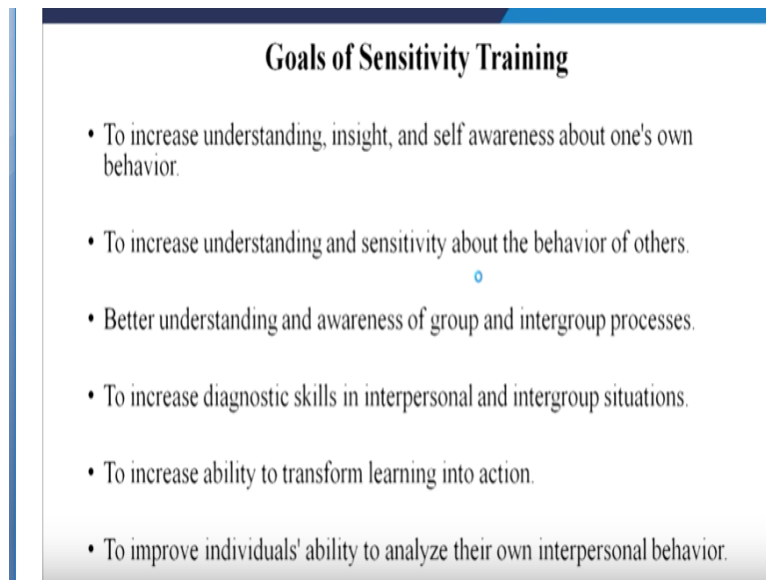
mentioned in the earlier also that is about the concern for others. If you have the concern for others and then only you will be able to develop that sensitivity training.

It is ability of an individual to sense what others feel. Others may not speak, others may not tell, others may not express their problems but what is important? If you are enough sensitive at your workplace you will understand the problems of others. You will understand if somebody is down in the mood and if somebody is low in the swing then, in that case, it will be very very important that is if you are socially sensitive you can read, you can understand and you can take the action and make the person more happy and in a better situation. So, therefore this social sensitivity that is this is the whenever we are talking about the empathy and that what others feel without saying and think from their own point of view.

Many times in the meeting you will find that there are the proposals and these proposals are not accepted and the persons they are getting upset. So, therefore if this is the situation what is required? Even the leader finds that this proposal is not viable, not practical, not supporting to the organization, what he is supposed to do? He has to discuss and give the reasons that is why this proposal is not acceptable. But just rejecting without concern about the others' feelings right and then saying no, no, this will not work and no reason for that then definitely people will hurt and if the people will hurt then definitely the performance will go down and then we will be failing in the social sensitivity.

What is a behavioral flexibility? Is ability to behave suitably in the light of understanding. Wonderful point is there and therefore in that case if the person if he is able to make the others understanding and then tune up, modify his behavior suitably in the light of the understanding then definitely in that case the person is master of sensitivity training.

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Goals of Sensitivity Training

- To increase understanding, insight, and self awareness about one's own behavior.
- To increase understanding and sensitivity about the behavior of others.
- Better understanding and awareness of group and intergroup processes.
- To increase diagnostic skills in interpersonal and intergroup situations.
- To increase ability to transform learning into action.
- To improve individuals' ability to analyze their own interpersonal behavior.

So, goals of sensitivity training. Then I was talking about that in the sensitivity training that behavioral flexibility is there to increase the understanding, insight, and self-awareness about one's own behavior and therefore this becomes very very important. First, we will learn our own behavior and then to increase the understanding and sensitivity about the behavior of others. So, this behavior of others will making the good team building.

You learn to know yourself and you learn to know others and then when this type of the learning is there, so behavioral flexibility will be adopted. So, better understanding and awareness of group and intergroup processes in the organization, there are different sockets are there and in those sockets if somebody is working then definitely they will be able to come out with the more and more cohesiveness. Understanding each other and develop each others.

To increase ability to transform learning into action and then they will develop that actions and to improve individual's ability to analyze their own interpersonal behavior and then day-by-day with the experience one will be able to develop himself.

So at the end what I would like to say that is behavior modeling is not a lecture. It is a technique and method by just demonstration people can develop and improve themselves, develop interpersonal relationship, behavioral flexibility, sensitivity training will be there, they will be

sensitized as a result of which the different class of the departments they will work together, there will be the more and more interaction, better understanding and ultimately organization will be benefitted. Trainees will learn through the behavior modeling practices what the change is required, they will understand themselves, they will understand their weaknesses and they will convert, removing by their weaknesses personality is a strong personality. So this is what about the behavior modeling. Thank you.