HR Analytics
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Lecture 37: Managerial Challenges of Employee Development - 2

In continuation of our previous sessions, now I would like to talk about the challenges based on the following steps of development. The first step is the planning of individual development programs, establishment of development programs and the evaluation of results. Now when we are talking about the planning of the individual development programs, we will focus on the tailored development. In fact, tailored development means creating a learning plan that aligns with an individual's unique skills, aspirations, and areas for improvement. Now, if we are talking about the large enterprises, so in large enterprises the similar type of the skills for which a group can be created and then we can find out that is maybe related to the job knowledge or maybe related to the interpersonal skills. So, therefore, the training programs can be tailor-made according to whatever the requirement is there and then as we identify these training needs on the basis of their feedback from the superiors or from the performance appraisals or by the trainees themselves the employees themselves they suggest that is we need a training program in this   future   aspects.

So, here with an individuals whatever the unique requirement is there a tailored program can be managed. However, it is also possible that is an individual will be sent for a training program rather than the creating the group, but most of the large enterprises especially that is have similar type of skills they are announced and then that has been sent to the different departments or sections and on basis of that particular the requirement or the training program the people nominate. I would like to give the example of the BHEL, and in BHEL like this, they are also having this particular type of tailored-based program practice. So, it involves assessing the employee's current competencies and designing a development program and that specifically targets growth areas   to   help   them   advance   in   their   careers   is   there.

So, even though there are certain organizations like BHEL, that develop employees, they have been promoted from one managerial level to another level. So, for the next managerial level also, there will be a tailored-made program because earlier, suppose somebody is promoted from the lower management group to the middle management

group, then naturally, the roles, the responsibilities, and the leadership style will change, and here we can make that type of the tailored programs can be made. Now, while these programs are personalized, they are also designed to fulfill the strategic objectives of the organization, and as I mentioned in this example, there is a conversion from the lower management to their middle management or the top management; the strategic management goals and these types of programs that will be organized. So, employees develop skills that not only benefit their career progression but also contribute to the company's success, and adaptability in a changing business environment is there. So, we have talked about these roles of artificial intelligence and technology in their training and development, and accordingly, we have suggested and discussed the different training techniques.

 Here also we will talk about the adaptability in the company's requirement, or the goals are there. So, individual goals are required to be connected with the contribution to the organizational goals also. So, here we will take certain examples of the training techniques and tools like the case study. So, in this particular case study, we have taken as an example where these innovation solutions a leader in the tech industry found their one-size-fits-all training programs were not meeting the diverse needs of their management team. There was this type of practice earlier that is one training program is announced, and then there are no nominations, and there is no participation.

 So, why? Because they did not have the need, need of the people who require this type of training. So, therefore, this will not work as a one-size-fits-all and this type of training program because you have those trainers who can announce only this type of program will not do. So, to address this company, they introduced a personalized development framework. Each manager underwent a detailed skills and aspirations analysis, and they found fell into a customized learning plan, incorporating the online courses, in-house training and the external workshops are there. As we have seen after COVID that is these online courses have become very helpful for developing and conducting training, particularly sessions where you can have the help of these online sessions.

 The plans focused on strengthening the identified weaknesses and enhancing the existing strengths is there. Naturally, whenever we are going for the planning any particular training program, first we have to understand whether the strengths are required in a trainee or they are conducting the training program and what are the weaknesses are there. Once you analyze the strengths and weaknesses and then, thereby, maximize the individual's potential strength and increase job satisfaction, that type of training program can be planned because they are more customized. So, most of the time there are the chances the employees are getting the development. So, this type of the issues they address the concern about that is how personalized are our development programs to

address the individual managers strengths and weaknesses are there.

So, personal inventory, personal inventory of the every manager or individual is to be ready. So therefore, he will understand it is where I am good and where I am required improvement is there, and wherever this improvement is required, the organization can support it through that particular training program. Now, when we are talking about the effective platforms and tools for the development programs required, then we refer to the use of the technology and methodologies that facilitate the creation, delivery and management of personalized employee training and growth initiatives. So, here it becomes very very important when you are talking about the online training programs or the even the offline training programs. So, the content that is the creation and delivery naturally that will be very much the focus on that particular group personalized will be there and as a result of which, there will be the growth initiatives of the individuals that will be focused.

With the rise of remote work and on-the-go lifestyle, mobile learning applications provide employees with access to training materials anytime and anywhere, enhancing flexibility and convenience is there and nowadays, when you are learning, it is in your palm. So, therefore, in that case you can use those mobiles and because of that lifestyle is adopted by the generation and they can easily access the training contents. These applications supports the macro learning which involves a short burst of the content for easy consumption and the gamification to increase the engagement of the employees. Another case study which I would like to share is that is about the remote path incorporation of a company with a predominantly remote workforce and faces the challenge of delivering an effective development program across various locations. They adopted a suite of digital tools, including an LMS learning management system that supported interactive webinars, virtual reality simulations for hands-on experience, artificial intelligence, and a driven tutorial link system.

Now, these platforms facilitate flexible, on-demand learning that was easily accessible to managers worldwide, ensuring consistent training and development standards across the company. So, these types of facilities focus on the most effective platforms and tools for delivering these development programs, especially in a possible remote or hybrid setting. Therefore, the learners learn about this particular type of training material, or they adopt these training techniques. Another important aspect is the alignment with the career goals and the organizational objectives. This alignment ensures that the individual development plans not only cater to the personal career aspirations of employees, but also serve the broader objectives and mission of the organization is there.

The organization is providing this training program, so they are investing the cost and

time, and therefore, there has to be a benefit to the organization. And that ROI and by developing the competency of the employees it comes through that is benefits to the of the organization by meeting the broader objectives and mission of the organization. It is about finding the intersection when employee growth contributes directly to the organisational success and as a result of which when you are developing the manpower and the manpower contributing. Therefore, productivity and production have increased, and employee growth contributes directly to organizational success is there. With career goals and organizational objectives when employees see a clear link between their professional development and the paths available within the organization.

So you are developing the employees and when you are developing the employees they are looking for a career path and that career path is available. If the career path is available within the organization, then definitely the employee would like to continue. It can significantly boost motivation and job satisfaction, and this alignment helps reduce turnover by providing clear career progression opportunities within the organization. So, everything is synchronized. When you are identifying the needs and objectives, when you are planning a training program for them according to the needs, the training program is also meeting the organizational mission and objectives.

Naturally, the employees will get the opportunity for growth, and their career advancement will be there. So all things are in synchronized and aligned in for the benefit of the employee and organization both. The another case study which i would like to take an environmental consultancy aimed to ensure that their development program supported both the company's mission to lead in sustainable practices and individual career aspirations so nowadays we are talking about green technology we have a green campus we are talking about the green nature. So, everywhere when we are talking about the environment, so this company EcoGlobal which is the environmental consultancy and that they are having the support both the company's mission to lead in sustainable practices in at the individual level or they developed a dual pathway development program that allowed the managers to choose a track for their career. So, one focusing on the leadership within the environmental projects and the other on the operational management.

So, therefore, regular career planning sessions ensured that these tracks align with the personal goals and the company needs helping to retain up top talent and drive the organizational success. So, naturally, this integration, on one side, you are making the career planning sessions, and they are getting the promotions and career path, and on the other side, the organization is achieving its goals. So, that will be having the retaining the top talent in the organization and this drive the organizational success. This focuses on the issue that is how can we ensure that the development programs are aligned with both

personal career goals and the organizational objectives are there. So, this matching of these personal growth and career objectives that is possible with the help of this particular style of interaction.

So, when we talk about the metrics for measuring the success and the ROI of the development program. Because every program which has been conducted, you will like to see what the return on investment is there. And in the return on investment of the development programs, we can identify with the following ways. It refers to the indicators and data points. Now, unless and until you will not have the indicators, it will be very difficult for you to evaluate.

And therefore, please have the indicators and development initiatives. When these metrics help HR professionals and business leaders determine the extent to which these programs contribute to individual performance and organizational goals. So, here we see that is the learning completion task that it is this metric it takes the percentage of employees who complete their individual development programs within time frame. High completion rates can indicate the strong engagement and the relevance of the content while the lower rates may signal the need for adjustment to the program delivery or content is there. So, whenever we are having these individual development programs and then we see that is the ROI is there or not.

So, naturally if you are integrating and making the mixing of the individual and organizational goal, so then the ROI will be high. But in the case where there is a lower rate is there, then definitely we have to work on that, and these return on investment the ultimate metrics for any independent developmental program is a return on investment, which is very, very important. And this is calculated by comparing the monetary benefits gained from the program that is the increased productivity, reducing the error rates, sales increase are there is some tangible and the measurable output is there and with the tangible and measurable output you are getting the ROI calculating the ROI then definitely in that case that will help you to continue that particular program. So, return on investment ultimate metrics for any development program is the return on whatever the investment has been made and this is calculated by the comparing the monetary benefits gained from the program that is the increased productivity, reduced error rates, sales and increases to the total cost of the program. A positive ROI indicates that the program is cost effective contributing more to the organization than it cost to implement.

So, here, I would like to take a particular case study that is a FinServ partner, a financial service firm that introduced a comprehensive metric system to evaluate the effectiveness of their manager development programs. They employed a combination of performance metrics before and after program completion, and this employee the retention rates and,

therefore, a 360-degree feedback mechanism is there. So, here you will find that positive results are there, and they are able to make the employee day combination of performance metrics before and after the program, and you can evaluate and compare. When you can evaluate and compare that particular program, you will find out the results. So, how to develop that metrics measuring success in the additionally the major direct impact on business outcomes such as the metrics can be based on the increased revenue, improve the customer satisfaction, the scores which are attributed to the better managerial performance like the managerial effectiveness, communication, coordination, planning or their organizing and this approach allowed them to refine their programs continuously based   on   the   empirical   data.

So, what metrics will use to measure the success in ROI for individual development programs? Here, we will find out with the help of the appraisal of that particular metric, which is developed on the basis of what the contents are and what the results are. So, once the result comes we can identify and find out that is whatever is the working. This step recognizes the incorporating the manager's feedback into the program naturally you will define that particular program. So, this step recognizes that managers play a crucial role in the development of their team members by incorporating their feedback. HRM ensures that the individual development programs are the aligned with the day to day performance and the operational realities of the department or the team is there.

Managers are often in the best position to identify skill gaps and areas for improvement, and their feedback can pinpoint the specific competencies that need to be developed, allowing for a more focused and effective development program tailored to both the employees and the organization's needs. When managers contribute to the planning of individual development programs, it fosters a culture of collaboration and the shared responsibility for employees growth. This can lead to the stronger relationship between the managers and their team members and the more cohesive approach to achieve the organizational goals. So, again, I would like to take another case study here, and that is HealthCare United implemented a development program for the new managers and sought to define it over time-based on the participant's feedback and established a routine where every manager provided detailed feedback through a survey and focus group at the end of each training program. This feedback was analyzed by a dedicated team to identify the   common   themes   and   areas   for   improvement.

The changes were then implemented swiftly to change the curriculum and the detective methods. So, very positive the approach was made. So, there were the changes were required the changes are made and demonstrating the commitment to evolving the program to meet the managers needs better. So, here we understand it is how do we incorporate feedback from managers into the ongoing refinement of these programs. The

next   issue   is   the   establishment   of   development   programs.

So, after the planning of the programs on the basis of the need of the employees and then the focusing on that is organizational goals and integrating the individual and organizational goals, we will find out that is what is the establishment of the development program. This involves the staying current with the latest leadership theories, such as the transformational theories, the servant leadership and authentic leadership models. And these theories can shape programs to develop the leaders who are adaptable, empathetic and capable of inspiring and empowering their teams. With the pace of change in the modern business environment, the leadership development program stresses the importance of continuous learning and adaptability. Leaders are trained to be agile to respond effectively to change and to foster a culture of ongoing learning and development   within   their   teams.

Here, I would like to take the example of Visionary Tech, a software development company that recognizes the importance of staying abreast of the latest leadership theories to maintain its competitive edge. To integrate these theories into their development programs, they established a dedicated learning and development team that is tasked with continuously scanning the latest research and trends in leadership. The team collaborates with universities and attends global leadership forums to update the company's training curriculum annually. This process ensures that the training material remains relevant and incorporates the cutting edge practices that address the dynamic challenges of the tech industry. This focus on the what is our process for integrating new leadership theories and practices into our development programs is there? Here, we integrate leadership styles and develop manpower, and as we can see, new modern theories   are   coming   out   that   are   helping   people.

That is how they can develop their team effectiveness or work together. So, blended learning approaches combine various instructional methods like in-person classroom training, live webinars, online courses and self-paced tutorials. This mix caters to different learning styles and preferences, ensuring a more inclusive and effective learning environment for all employees are concerned. So, blended learning allows employees to engage with the training material at their own pace and on their own schedule, which is particularly beneficial for the accommodating the varied schedules of a diverse workforce. It also enables learning to be more easily accessible to remote or the global teams.

So, the Global Retail Group face the challenges of training their widespread management team, which is dispersed across the various continents. To address this they developed a blended learning approach. The core theoretical knowledge is derived through the online

modules that managers can complete their own pace while practical applications leadership skills are honed. So, through quarterly in-person workshops and annual retreats, this strategy ensures that the managers receive consistent knowledge while still benefiting from the networking and hands on experience data only face to face interactions can provide. So, here it focuses on and answers to the question of how we balance between the online learning modules and in-person workshops as far as the coaching is concerned.

So, collaborative educational enhancement means that employees, managers and HR professionals work together to identify their gaps and create opportunities for learning that benefit both the individual and the organization; these HR managers and the employees are always looking for benefits for the individuals and the organization. This collective approach ensures that the development programs are more comprehensive and aligned with the real world challenges and the needs. Such programs often incorporate peer-to-peer learning and mentorship, where more experienced employees share their knowledge with others. This can take the form of mentorship programs, team-led workshops, or cross-departmental training sessions, fostering a culture of continuous learning and knowledge sharing. The ClearEnergy Corporation, an innovative company in the renewable energy sector, partnered with a leading technical university to create a development program specifically tailored to the needs of their managerial and technical leaders.

This partnership allows the managers to take specialized courses related to energy management and sustainability. They are co-developed by academic experts and company leaders. Additionally, the company sponsors research projects and capstone projects at the university, creating a feedback loop that is benefit both the organizations immediate training needs and the long term industry innovations. And as a result we are able to answer that is what partnerships can be established with the educational institutions as the professional development organizations to the enhance our programs. Refers to inclusive development opportunities and providing growth and learning opportunities that are accessible to all employees regardless of their status, background, industry, or position within the organization, and this is aimed at promoting diversity and ensuring that the ecosystem has the chance to develop professionally.

So, development programs incorporate materials and methods that are culturally responsive and sensitive. This involves creating content that reflects and respects the diverse experiences and backgrounds of the workforce, avoiding a one-size-fits-all approach is there. These inclusive development programs are structured to eliminate the biases that might prevent equal participation and advancement. HRM functions work to identify and mitigate any unconscious biases in the establishment and implement of these

programs to a foster equitable learning environment is there. Here I would like to take the example of these the HealthFIrst Medical providers operates in a multicultural environment with managers at various stages of their careers.

To make their development programs accessible and inclusive they offer materials in multiple languages in the formats audio, video, text and ensure that training venues are accessible to people with disabilities also. They also designed the program to cater to different learning styles and paces including the options for the early career managers as well as those preparing for the senior leadership roles. Regular feedback sessions help identify any barriers to participation ensuring that all managers have the opportunity to develop and advance. Here, we address how we can make the programs accessible and inclusive to all management levels? When we are talking about Techno-Enhanced Learning, it is based on technology, and this still involves using digital platforms like learning management systems, mobile applications and online collaboration tools to create, and you know, the immersive and interactive learning experience. It enables the establishment of development programs that are accessible anytime and anywhere, fostering continuous learning.

In TEL, traditional face-to-face training methods are often blended with online learning activities, and this hybrid approach can enhance the learning experience by providing varied content delivery models and catering to different learning styles and preferences. Here, I would like to take this particular case study, and that is an example of technology-enhanced learning. So, AutoInnovators and automotive industry leader leverage advanced technology to enhance their managerial development programs. They utilize an artificial intelligence-driven platform that personalizes the learning paths based on the individual strengths, weaknesses and career aspirations. The platform tracks the progress in real-time and adjusts the curriculum to address the pace and style of the learning of each manager.

Virtual reality simulations are used for the scenario-based training models, especially for crisis management and leadership in high-stress situations. This use of technology not only makes learning more engaging but also significantly improves the retention and practical application of knowledge. So, when we are taking this help of this technology and for making them enhance learning, then definitely it is helping for the purpose of it is the how we can make this learning more and more effective and as a result of which we are significantly improving the retention and the practical application of knowledge, what was the purpose and objective of the training was there. Now, here this enhanced learning with the help of the technology we have discussed in the earlier sessions also and there we have seen that is how we can make the use of the technology for the betterment of this learning process. So, this particular session concerns and answers the question of what

role technology plays in tracking and enhancing the learning experience? As we were talking about, that is the continuous learning process and creating that environment in the organization for the learning perspective with the help of technology; here, we find that it is with the help of this particular case study, that is how technology is playing an important role in enhancing the learning experiences there.

Earlier we have talked about the number of these the aspects where the role of the technology and then integration of the individual's objectives and the customization of the training program and the training learning and methods where we can talk the different case studies with the examples which will be explaining about the how these metric demands performance evaluation and that will work. So, refers to the systematic use of these quantifiable data to assess an employee's performance. And these approach relies on the specific measurable indicators of the success to evaluate how well an employee meets their job requirements and contribution to the company's goals are there. FFor this purpose, there are a number of this appraisal, and the metrics have been developed. Normally, whenever we talk about the development of the metrics, we develop these metrics for evaluation purposes, and that is about how we take the parameters, against the parameters we will see that is whatever is the result is there.

Here we have talked about the customized training programs. In the customized training programs, we have to see the normal when we are having quant-based training content. So, naturally we can identify that is the what will be what are the results are there and whether these results are have been achieved or not. But whenever we have qualitative based on these metrics, then we have to understand what will be the parameters which will indicate whether we have achieved our results or not. So, it is very important that what type of indicators we are using in the quantitative and the qualitative matters because when we want to evaluate success, and then the success will always indicate whether the job requirements and whatever the training program for the trainees has been given that the data has been achieved.

Another very important aspect is that that is the whether we are achieving the company's goals or not because it is a very old say that is whenever we are talking about the this type of training programs and they are not measurable. So, therefore, this performance evaluation and the metrics creation it will be vary from the organization to organization is there, somewhere it is only practicals are there and when on the basis of the practicals if the output because if it is a physical output but the question arises when you are having this type of these training programs and the evaluation metrics the parameters for the purpose of the service industries. So, naturally, when we are talking about the metrics D1 performance evaluation, we have to create those parameters which will be talking about whether we have these aspects of the service industry or the manufacturing industry or

when we are talking about that is the quantitative parameters or the qualitative parameters are there. I would like to suggest that when we are talking about metrics-driven performance evaluation then it should involve setting clear, measurable goals.

Now, it itself is a very challenging actually. That is the what type of I would like example like the team building or even the leadership is there. What will be the measurable goal? The training program which you have given to develop a leader, how will you ensure that is that person has learned that leadership qualities, right and the answer for this step is there. However, we will be discussing the different practices also, but the answer for this is that is in a given situation. In a given situation and that is why a simple example is made when the MBA graduates and they are having this type of interview and whether they have learned leadership or not. For leadership, that is the one parameter that is about how you will interact in a given situation.

We are having these simulation games also,. In simulation games, we try to see that with the playing of the games, what the person learns is also a training method is there. And the metrics is there that is in a given situation what will be your decision making. So, the decision making and the team building and interaction and because we have to see all these aspects whether that training we are providing that intellectual capability development or we are talking about whether he is having the interpersonal dynamics through the emotions are there or it is about the understanding of the theory that the theoretical knowledge is there. So therefore, these are key performance indicators that play a very, very important role and for this key performance parameter indicator, you have to develop your own.

We can give some examples. So, you will find certain case studies also, but what I will advise you that is you create your own KPIs, that is whatever the type of the training program you are expecting with that particular goal. Because the when we are talking about these achieving that particular goal that your parameters are to be very specific. I would like to give these example where the we are developing soft skills and in the soft skills when we are talking about the communication and in the communication we are having the different parameters and in the parameters one of the parameters is the verbal parameter communication one is written communication. and when we are developing that particular metrics and indicators then naturally there will be certain you are keeping these the tools where you are having the group discussions or you are asking for the notifications or the circulations and these are all aligned with the organization's strategic objective and the objective is that that is the to ensure employees know what is expected from them. So, there should not be a misalignment of your key parameters indicators.

Very simple example I would like to give and that is a designing of the performance

appraisal form and the potential appraisal form. Whenever you are designing a performance appraisal form and the job the so you can easily match that is the and the job parameters, job indicators, job performance, job roles, job responsibilities, job description that has to be evaluated and those parameters are required to be in the performance appraisal form. If you are designing for the marketing personnel, sales personnel. So, what will be the indicator? So, therefore, the indicator will be that is a target achievement whether the person has target achieved or not. But when you are designing a performance appraisal that the for the HR person and then in that case in the their indicators performance appraisal indicators what type of these indicators would you like to see.

And therefore, in that case you will like to see that is whether the leadership quality and the culture organization culture development. And if there is a cultural development is there, you will say that is the there are the employees know what is expected of them and how their performance will be judged. I would like to also share for example, these academic parameters. So, whenever we are talking about the promotions, whenever we are talking about the success of the academician. and therefore its role nowadays is combined with the the different pillars and it is about that is the whether it is not only the in economics you are a good teacher but you are also a good trainer and the projects and you are participating in the administration and naturally the basically you are a good researcher.

So, therefore all these parameters and the performance will be judged and every performance and parameter that will be given certain the indicators. So, here when we are talking about the metric driven performance evaluation then in that case that creation of the KPIs. I am sure with the help of the following exercises you will understand that is the how KPIs are to be designed and how they are to be evaluated. Here I would also like to take one example of this case study of the fintech innovations leader in the digital banking sector and evaluates the impact of its leadership development programs by using both quantitative and qualitative metrics. And these quantitatively they track the changes in the leadership effectiveness through metrics like the team productivity.

And, naturally when we are talking about the team productivity, the ultimate the goal which are required to be are achieved. Similarly, the project delivery times and cost reductions are there. So, when a particular task which is to be combined with a particular goal. And, then you will be making the parameters related to the cost, quality and the time. So, when you are talking about the productivity parameters, the three parameters are kept here in this particular case study.

They have kept the team productivity and whenever they are talking about the this team

productivity and then ultimately it is it is for the project management, the project leaders In many IT companies and software companies we are finding that is a small project teams are made and they are evaluated on the team basis and therefore the team productivity can be measured and whether it is the with the time quality and the cost which was expected. whether it has been achieved or it has not been achieved. Naturally when you are taking about this particular example then you also mention that is the what are the parameters for the quality. Because as I mentioned in my this introduction of this sessions of this metrics that is about the quantitative and qualitative both parameters are required. So, when we are talking about the qualitatively they gather data through the employee satisfaction surveys and the customer service feedback.

So, earlier traditionally when I was talking about the performance appraisal techniques. So, that was the one to one comparison was there or there was that it is your the CR the confidential report the essay type methods were there. And then we are learning from the 360 degree and in the 360 degree we are talking about that is a superior subordinate and colleagues are evaluating and now we are talking about that is whether the employees are survey and the customer service. So, here we have extend we have extend our stakeholders for the metric evaluation the parameter will be the customers also. And many times it has been seen that is even in interviews, many multinational companies when they are going for the selection and evaluative performance, they also involve the customer feedback and which is very common in the academics because the students, students feedback is always considered for the selection of the faculty if you are experienced one that is what was feedback of the students.

and as a result of which this customer service feedback in case of the industry is to go as the improvement in managerial effectiveness. This is now with the help of the technology and these apps you find that is the you just travel and as soon as you reach to your destination immediately you get that is what is the feedback. I have also got these on these requests when I have boarded on the plane and then the immediately after boarding the plane the experience right from that is reporting at the desk to the entering into the plane what type of the experience you had at the boarding gate or at the desk you have kept your baggage and all these. So, all these aspects are becoming so fast that is a metric evaluation and that is giving you the to guess the improvement in the where is because it is a teamwork. So, one place like when we take example of the aviation industry, so one place is where you are reporting.

They are reporting to the desk for the getting the boarding pass. You might have the nowadays the soft copy of the boarding pass, but we are taking the example where you are supposed to take the boarding pass from there. Right from there and then what type of the experience you are having at the reporting gate. and when if you take the collective,

collective evaluation the overall experience then you may lose, you may lose the steps taken in between the development of that particular metrics. and indirect impacts of their training programs and organizational performance ensuring that they align with the strategic goals. And when they are aligning with that particular strategic goals then definitely they will be able to come out that is the whatever the training programs are there that has been successful or that has not been successful.

So, now here all these training programs and their impact that has to be measured. When you are measuring that particular impact and that impact is can be the high, moderate or low and then the corrective actions you can check by going into the detailing of these the steps and then what step and you can identify which is a weak link and if there is any weak link is there you can make the strength of that particular link. And this is giving you that particular concern that is what quantitative and qualitative metrics are most effective for evaluating of the impact of our development programs. Earlier the traditionally there was only the quantitative parameters were there. But, nowadays we when we are talking involving the customers also customer feedback is also involved. So, your stakeholders are increasing in the parameters are increasing the indicators are increasing and therefore, in that case you have to make the mix.

The suggestion is that is about the mix of those these the impact of how to make the quantitative parameters and how to make the qualitative parameters are there. Now, I will like to talk about the longitudinal career tracking and it involves the systematic monitoring and assessment of an employee's progress and development over an extended period is there. So, it is a crucial component for understanding the long term impact of development program and career growth is there. Nowadays, this is also very challenging. because the employees retention is becoming the very, very low and therefore, here it becomes the difficult that is to go by the longitudinal career tracking.

If we talk about desired generation, so then desired generation is working for the 18 months, 20 months, 24 months and then they are jumping to the another organization. So, here but we are talking about the large enterprises where the employees retention is high, then we will take these longitudinal career tracking will be there. So, right from the joining. Now, the overall performance, it is very interesting that is the if you want to study the growth and progress of an employee who has worked for the 20 years in an organization. and the way you will be making this evaluation and the methods then that will be very very interesting that is the how they are developing this career growth path.

So, longitudinal career tracking means the regularly assessing and documenting an employee's career milestones. So, suppose he has worked for the two years. and then he has achieved a particular milestone then for the 4 years he has achieved the there is a

means more gap or there is a small gap. So, when whenever there is a more gap is there from the one position to the another position naturally it it shows that that was the gray area where he was requiring the support and this skill development in the progression within the company over the period of time. So, when you are making this type of the evaluation, so this allows HR and management to measure the effectiveness of the development programs and their contribution to an individual career advancement.

Because from going from the one milestone to the another milestone, here the technical training programs, they are becoming very, very important. And these training programs which are which are played by the organizations, then definitely that will becoming the instrument instrument for the growth and development of that particular employee. And when you are measuring the effectiveness of this training and programs after giving a training program, suppose an employee is given a training program for making these the effective supervision. and after the supervision he he is supposed to give the output after this training program. So, after this training program what is the time period or duration he was able to give the expected is that immediately, immediately the training program he will be able to give that effective supervision.

But if after the training even training program he is not was not able to give that particular So, this allows the HR manager to understand whether that particular training program or the number of training programs that has made their contribution to an individual's career advancement or not. Suppose the training program is done after 2 years of training programs, one is getting that career advancement, it means that training program has not played a very effective role. And this type of the judgments that can be taken care of while you are going for this longitudinal career tracking. Here, I would like to give you an example of the case study also that is a bio health solutions a pharmaceutical company established a comprehensive tracking system for the managers who have completed their development programs.

It is a beautiful case study an example because the many organizations are not practicing this. So, I am sure that is that this input will be helping you already is in making these that is the how these longitudinal style of these evaluation of the training programs that will help you. I am sure that is the most of the organizations are working on that is only a period of time So, from one promotion to the another promotion, but not from that is from the joining of that employee and then his career growth and success for the first milestone, then the second milestone, then the next milestone and therefore, this longitudinal way which you will understand and learn that will help you and give the different dimensions for the how to make this the evaluation of the training and development programs and the outcome or the career growth of the So, here when we are talking about who have completed their development programs with their HR software to

monitor the promotions and the role changes. Now, more responsibilities are the higher responsibilities is given to the employee then definitely the training programs will be applicable and the performance reviews are there and if you take the consecutively three performance reviews. that will give you the picture that is the performance is consistent or it is going down or it has been increased and in between the whatever the training programs are supported and what is the outcome of the training program. So, over the period of time you will be able to understand that is the what type of these the inputs and the effectiveness of the training program.

are caring on the to achieve the individual goals, organizational goals, individuals performance and effectiveness. They also use this data to create an internal benchmarking system and that compares the career trajectory of the participants to those who have not taken part in the program. It is very interesting point. That is you can compare because you have to also see those who have not given the training of his colleagues where they are after this period of time in the milestone. And those who have given the training, they have given the opportunity, they have been the part of the participants of the particular training programs and after that where they have reached to their milestone.

So, then when you are comparing these two milestones, right. So, those who have not taken the part in the training program and those who have taken the part, what is expected? Naturally, the expected is this that is the those who have conducted this particular type of the training program and participants of this training programs, they will be performing better and achieving the milestone earlier. So, this ongoing tracking helps in the in this company bio health that evaluate the effectiveness of their development efforts in fostering the career growth and readiness for the leadership roles are there. Here very important point is to be noted is that is a contribution, contribution of the training program. You are not just only developing the metrics and evaluating the indicators, identifying and measuring the training programs effectiveness, but it is the because it is a continuous process and therefore, that the culture, organizational culture also you can measure. You can find out we have the L&D department, learning and development department, how much it is contributing and how much people are getting benefited out of this particular type of this evaluation.

So, this particular aspect that focus on how can we effectively track career progression of the participants after completing the development program is there. Now naturally when you are talking about the selection of these CEO positions or the higher positions higher responsibilities you would like to see the past performance and in that past performance you would naturally like to see in each performance what was the contribution period and then what was these type of the training programs which were have been provided and if those training programs which have been provided and they have become the very

effective. So, you will find it is a faster career growth is there and it naturally depends on individuals ability and also the support which has been provided by the organization with the period of time. So, now we will talk about the continuous feedback integration and when the continuous feedback integration means the consistently gathering the data on employee performance before, during and after development initiatives are there.

So, you see that is the you are planning a designing a designing a career path. and when you are designing a career path for some period of right from the joining is a management trainee. Then you are taking certain period of years and then you are giving them particular training you are expecting to the next level and the same process will repeat it. Now in the next process he is again joining certain training programs and then it will be seen whether he has gone to the next position or not. and like this and this continuous efforts which are which are required. So, this will be possible only when when you are making these continuous feedback integration system and getting the data on the employees performance before, during and after the developmental initiatives are there.

If this provides a continuous stream of the information to evaluate whether development activities are the meeting their intended objectives. Now, it is a big challenge. Because, the if you want to create the training development culture in the organization, then these outputs which you are measuring they are required to be the positive, they are required to be the higher. But, if in that those development activities, if there is no change. you are providing the training and development, you are investing the time, you are investing the cost and you are trying to improve that outcome of that particular employee.

But after giving the time and cost you find there is not much change is there, then definitely of course the corrective action is required. But this evaluation which we are talking about with the if it is too late then it will have no purpose that is why we are talking about this continuous feedback integration is there. Now, what is the period of the continuity and that will be changing from organization to organization whether it will be 2 years or 3 years or 4 years whatever the period of time they are thinking about they they will making this particular changes. And on basis of this period of time they will be taking the first is that is information will come out whether you are training in development programs they are effective or not.

and second is that is the what corrective actions are required. So, by integrating this feedback continuously you are making ensuring that is your training programs are becoming more and more effective. So, HR can make an evidence based decision. So, you are in the data you have the analysis, you are having these longitudinal studies analysis also. So, you are having the complete idea that is and that will give you the evidence based decision regarding the direction and content of the development

programs. So, which programs are effective, which programs are not effective, which programs are having the easily been adopted by the participants or the employees and which programs that the employees are not able to focus on.

So, this may involve the investing more in the successful training areas or withdrawing the resources from the less effective ones are there. So, as I mentioned that is the if you are conducting the every organization is having the training calendar also. So, in the training calendar they are talking about the different training programs. And when we are talking in the more successful training areas that you can identify and then withdrawing the resources will be there when you find there are not much on the training programs which are getting this evaluation.

Here, I would like to give one example of the case study that is the Global Logistics Co-op. So, Global Logistics Co-op relies heavily on manager feedback to refine their development programs and they have implemented in the online feedback portal that is accessible immediately after each training session is there. Additionally, they conduct the semi-annual focus groups with program participants so that then that to drive these deeper into the qualitative aspects of the training experience. So, here on one side we are having the immediate training. training feedback. So, therefore, these online feedback portal which has been taken care of that is accessible immediately after the each training session is there, but there will be the semiannual focus also.

And when we are talking about the semiannual focus, then we are talking about that is the how these the conducting of this 10 particular training programs and the data those are becoming the very very effective. And when you are going into these qualitative aspects of this training experience, then you can find out that is what type of the designing of the training program is required. and this structure at the flexible approach allows them to gather the timely, relevant and actionable feedback that informs adjustments to the training content, format and delivery methods are there. So, when you are having these immediately after the your training sessions, then in that case you will be having these particular type of the adjustments you can take the actions. But when you like it was talking about the semi-annual and then when we are having the semi-annual focus then definitely in that case that will be helping you to adjust and identify that is what type of the content and delivery methods which would like to use and continue.

And this type of this feedback mechanism is focusing on that is what feedback mechanisms are in the place to assist the manager satisfaction and areas for improvement in the programs are concerned. And time to time with the help of this longitudinal studies and then you are having the continuous evaluation and then when you are having the qualitative and quantitative evaluation also when you are deciding the parameters

indicating the parameters then definitely that will be helping you to develop a good training program. Now, finally I would like to talk about that is a competitive benchmarking. So, when we talk about the competitive benchmarking in HRM involves measuring the various aspects of employee development, performance and retention against the comparable companies or the industry standards.

And this allows an organization to gauge where it stands in the market and identify areas for improvement. So, common metrics used in the competitive benchmarking may include the employee turnover rates, training cost, employee productivity levels and time to fill for the open positions. By comparing these metrics, HR can evaluate the effectiveness of its development programs relative to the competition is concerned. I would like to take an example of the case study of the Techwave Software engages in an annual review of their development programs by comparing their outcomes with the industry standards and the key competitors. They participate in industry-wide surveys and collaborate with an independent consulting firm to obtain the benchmark data.

Now, this includes the comparing the leadership development indices, managers retention rates and the innovation metrics. The insights gained allow tech wave to understand where they stand in the industry and identify areas where they need to invest more or differently to gain a competitive edge. And this is this is focusing on that is how do the outcomes of our development programs compare with those of the our competitors and that is why we have to keep the awareness that is what are the different practices are there which are going to be evaluate with the help of the changes into the our training programs. Here then we will making the changes after our evaluation so we will say that it is an adaptive program developments. So, these adaptive program development with the help of the case study of the creative design studios, a dynamic advertising agency has developed a highly adaptive approach to adjusting their manager development programs.

They use a combination of annual strategic reviews, ongoing feedback collection and trend analysis in management. It refers to the process of continually refining and improving the training and development programs based on the feedback and outcomes. Adoptive program development involves the collecting the data and the effectiveness of the development programs and using this information to make these informed decisions. In the evaluation phase, metrics such as the performance improvements, skill acquisition, ROI are to analyze it and determine the success of the program. So, adaptive program development fosters a culture of continuous learning and improvement not just for the individual, but also for the organization. So, by making the adjustment based on the evaluation organizations demonstrate a commitment to the evolving and supporting their workforce in the ever changing business landscape.

These adaptive programs practices to ensure that responsive to the both internal feedback and the external market changes. Any significant shifts in the industry practices or the internal company strategy prompt a review and potential overall of the program content and structure. This responsiveness ensures that the managers are always equipped with the most current and the relevant skills are there. And this focuses on how do we adjust our programs in response to the feedback and the changing organizational needs. Because we have seen that is the we have made the continuous evaluation and then we have find out with the external environmental changes, we have adjusted our programs and according to the stakeholders inputs also. So, therefore, how they are making the changes and the helping in achieving the organizational needs. Thank you.