

INDUSTRY:

# Organizational cultural change on training to focus on skills



*Textile trainees doing what they know best. Acquiring skills during training helps one perform well in their field of specialization.*

**Continued from page 15**

is used for storing information. It is more advanced than a flash disc in that; it will operate independently without being attached to a computer.

It stores music and all other types of personal and organizational information. The said bank cashier could switch on her iPod as she continues serving customers who ended up being agitated by the habit. They could not stand a cashier who kept dancing to the tunes emanating from an earpiece, the outlet of this iPod which was hidden in the cashier's drawers.

So, when the dancing reports reached the "lady" manager she confronted the "lady" cashier who could not understand the issues raised."

What is wrong in listening to an iPod which is not affecting my work after all? Everyone is moving towards that direction as a way of keeping off boredom as you continue working," wondered the agitated cashier. The manager intimated that there is nothing wrong with using an iPod but this should never be done anywhere

near customers. It must be done in private.

Needless to venture into details, this iPod business became a nasty management issue, in the affected bank. But, the point is that organizational culture change must be monitored and controlled through appropriate learning. It must be skills based learning, in this case.

Organizational training meanwhile must borrow from Kolb's experimental learning model. The model recommends application of 4 styles which include theory input; practical experience; application of theory and idea generation.

This is even more crucial when training involves adult learners. All of the different learning styles must be applied in any training as a way of improving the chances of achieving desired objectives.

Incidentally, you may have witnessed

published interviews of people who have attended training seminars only to quickly forget what has been learned.

This is sad because the aim of any focused training must be to inculcate new ways of doing things.

It must address change in behavior, beliefs and on the overall, well entrenched cultures. The training must not just address theories but also practical ways of applying these theories.

Another important strategy is enabling learners to understand the basic principles that underlay different concepts.

Right now especially in management which is universally practiced, many organizations are undergoing through balanced score card, kaizen and other programs. Others are continually being taken through team building programs.

Ironically, the principles behind every scenario do not change even if they were introduced in 1900's. That is why it is important to follow the Kolb's model. This indeed makes learning not only fun but also increases the effectiveness.

It is important therefore to follow the right training process geared towards improving skills. This will naturally ensure that learners will immediately and without much effort apply new knowledge acquired from the training.

The management will not later encounter up-hill tasks of laying down strategies of applying newly acquired knowledge.

Finally, all training must be geared towards immediate value addition not only to the trainees but also the respective organizations. Any other way would have the effect of wastage of valuable resources in terms of funds and time.

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**The Writer is a Management/ Entrepreneurship trainer and strategist based in Nairobi Contacts: [www.newtimesconsultants.com](http://www.newtimesconsultants.com)**