

Training of Trainers
Professor Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology Roorkee
Lecture - 32

Training Methods: Behavior Modeling-1

In our last session we have seen about the how Business Game technique in the Training, that plays a very very important role. And the second was Exercise which we have done and that was about the Role Playing. Now, the third session which we will be talking today and that is about the Behavior Modeling that is the how behavior modeling is important as a training technique.

Now, we have to keep in mind it is first we have to understand the difference between the Role playing and Behavior Modeling. In the last module in which we have talked about the Role Playing and in that case it was the particular character they have to play. Like for example a Manager so then in that case they have to play the role of a Manager. But when we talk about the Behavior Modeling then we talk about a particular person.


Now, these particular sessions, training sessions are planned on the basis of the same, first I will give the conceptual part of these behavior modeling, then there will be the demonstrations by the our students for these particular behavior modeling, and then there will be observer and observer will talk about that is the how Behavior Modeling is there.

So in during while conducting the training program, we have to take certain trainees. So these Trainees will be invited and these trainees will be play a behavior model and then there will be one observer amongst these participants and then he will give his comments. And finally the resource person that is the faculty that will give his comment. So like this we have to conduct this particular Behavior Modeling program.

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Behavior Modeling

- **Behavior modeling** presents trainees with a model who demonstrates key behaviors to replicate and provides trainees with the opportunity to practice the key behaviors.



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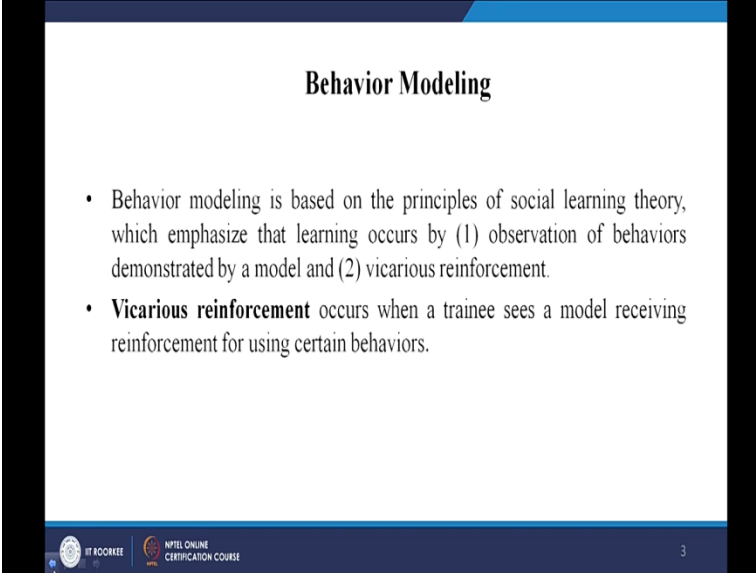
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Now for this purpose we will talk about that is the how the this important session that will be done by this particular this Behavior Modeling. Now, in this behavior modeling we have to find out that is the how these sessions which are going to be conducted are they are reflecting the same behavior, or they are reflecting in the different behavior.

If their behavior is different and then what is expected? So this can be demonstrate on the basis of the theoretical concepts and with the help of the theoretical concepts we can talk about that is the how behavior modeling that can be worked. So first we have to understand the definition and concept of the Behavior Modeling. So Behavior Modeling presents trainees with a model who demonstrates key behaviors to replicate and provide trainees the opportunity to practice the key behaviors.

For example, a very simple example is of a Manager or another example is of a Team member or another example is of that is how to play an inspiring role. Then in that case that particular behavior is to be demonstrated, so the trainees can learn. So learners by this pedagogy system they learn about through the lectures only they understand the concept. But when we actually demonstrate the behavior so then the learning becomes an active learning and (that) which is the basic concept of the conducting the training programs.

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Behavior Modeling

- Behavior modeling is based on the principles of social learning theory, which emphasize that learning occurs by (1) observation of behaviors demonstrated by a model and (2) vicarious reinforcement.
- **Vicarious reinforcement** occurs when a trainee sees a model receiving reinforcement for using certain behaviors.

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To demonstrate this actual learning it becomes important that is the how behavior modeling technique is to be used. So behavior modeling is based on the principles of social learning theory. Now, what is the Social Learning Theory? Social learning theory is emphasizing on two factors, first is observation of behaviors demonstrated by a model. Another example I would like to take and that is of a family, in family the child, child learns the behavior from the parents. So a boy child many times he is trying to demonstrate the behavior like father and the girl child demonstrates the behavior like a mother. And therefore in that case they observe.

Now, we have to also understand these observations, the social learning theory may not be the direct, it can be indirect also. So, similarly in the family the parents are to be very very careful, they have to understand that is knowingly or unknowingly their behavior is observed by a child and then adopted also. The similar thing happens at the workplace also when a manager, a leader or a trainer, whatever the behavior knowingly or unknowingly is demonstrated that has been observed by the employees, the followers, the colleagues at the workplace and they follow it also.

So if, like in leadership we have talked about that is the participatory style of leadership, so they are observing that is during taking a particular decision they you invite all the stake holders, all the concerns, all employees and then you discuss with them and then you take the decision. So

therefore, in that case that is the particular behavior that they observe and then they follow that. And like this the culture of the organization builds like a culture of a family builds.

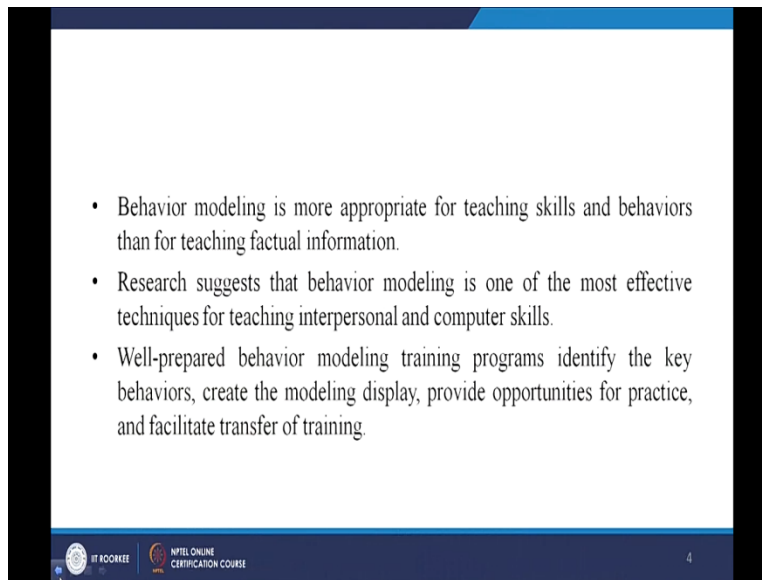
Second is, that is the Vicarious reinforcement. Now, whenever we are talking about this, I have talked about the positive reinforcement and negative reinforcement. When we are talking about the positive reinforcement, we are talking about the giving the incentives and rewards. For example the study, so when you ask a child to study and then you will make a reward, then definitely he will be showing that particular behavior.

But in this positive reinforcement we have to also see that is it should be fixed or it will be interval and then it should not be the source of motivation that is the only source of motivation in the sense that is if you will give the reward, then only behavior will be demonstrated. The day you will stop the rewards the behavior will not be demonstrated, so this particular challenge is there with this particular behavior modeling technique.

Now, it is when a trainee sees a model receiving reinforcements by using certain behaviors, as I mentioned, positive and negative, fixed or that will be through interval. And it has to be carefully crafted, because the culture which we want to build through the behavior modeling, then in that case every time behavior cannot be associated with rewards and it should not be. It should be a part of practice, it should be part of routine.

If it is not a part of a practice and routine, then it will be looking for that unless and until there is not a stimulus, the behavior will not be repeated. But there should not be these conditioning stimulus that is the only in that case stimulus the behavior will be demonstrated.

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The behavior modeling is more appropriate for teaching skills, so whenever a trainer he is going now to conduct a particular training session, then how he teaches that becomes very very important. And behaviors, that is the how a teacher behaves in the classroom for teaching factual information, whatever information he is having, how he is sharing and for that purpose this behavior modeling. So for a trainer, when a trainer gives a training program, then rest of the trainers the learners the trainees they also try to adopt that particular behavior.

Research suggests that behavior modeling is one of the most effective techniques. So therefore, you can understand the importance of the behavior modeling, that is how important and most technique is there. For the teaching interpersonal and computer skills a very good blend of the management and the technology and whenever we talk about that is through behavior person learns that is how he should have a inter-personal relationship, he learns that particular behavior and then simultaneously he is also learning those technical skills like computer skills are there. So therefore, in both the cases where it is technology oriented or it is management oriented, in both the cases that technique is used.

Well-prepared behavior modeling. Now, we play the different roles and there should not be the role conflict. So as soon as we enter into the workplace, as soon as we put the biometrics and we enter into the workplace then we try to play a role of an employee and therefore, it is expected that is you will behave like a employee. And employee behavior is to be associated with the

OCB Organizational Citizenship Behavior. It means that he has to show that particular behavior which is demanded by the profession.

So a professional behavior is expected and these professional behaviors, rights, duties and fundamentals are described in the constituents of the organization, the rules and regulations of the organizations, in the culture of the organization, in the practices of the organization. So therefore, in that case that one has to prepare for that. So question will arise, can there be a difference of behavior at home and at workplace? And the answer is yes, there has to be. Because at home you are playing a role of a father, role of a brother, role of a son, but at the workplace you are playing a role of an employee.

And therefore, in both the places in all the roles there should not be the role conflict and there should be the role justification and that role justification is possible only whenever we are talking about the preparation. We have to prepare ourselves, we have to train our brain and mind that is where we are and what type of behavior is associated. And then because it is not only the our choice, it is the demand of the surroundings.

And therefore, whether it is a family, then what will be the demand of surrounding? The demands of the surroundings will be from the parents, from the brother, from the children, from the spouse. Similarly at the workplace, what will be the demands? Demands of the surrounding by the superiors, by the colleagues, by the subordinates. And therefore, in that case we have to fulfill those demands with well preparation.

So if somebody asks that is through the training can we develop the behavior? Yes, because what we are doing, we are preparing, preparing the trainee to behave in a particular way.

And therefore, well prepared behavior modeling training programs identifies the key behaviors and while playing these particular roles then the person learns that there will be, whether he is fully prepared or is not fully prepared. If he is fully prepared, because he has trained the brain, his brain is trained in a particular way, in a particular role, in a particular behavior, in a particular character by a particular person. So therefore, in that case it the identifying the key behaviors.

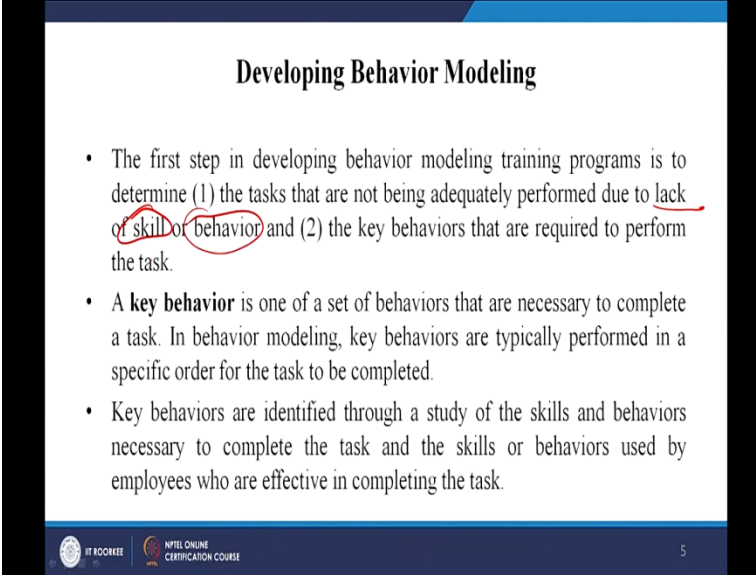
Create the modeling display, that is very nice. We all are, Shakespeare says it we all are actors, right? So life is a drama. So therefore in that (claim) case what is that? It is reality or it is

imaginary? No it is a reality. Reality is infinite, that is the another thing. But in the case we find that is this modeling display has to be done very very effectively. So on this stage of the life, drama which we play that is the roles which we play, right? Then those roles have to be played very efficiently and effectively.

Provide opportunities for practice, but nobody can perfect you in a day one. So therefore, in that case again and again, again and again that situation arises every day. For employees it is not new, that is the in his particular position, designation, in his particular character the situation will keep on arising to ask him okay play this role, play this role. There will be always demand and then by practicing day by day, day by day the person will try to become perfect. And to, in this the efforts are making the perfection the training plays a very very important role through the technique of the Behavior Modeling.

And facilitate Transfer of Training, now this behavior, please accept this particular concept that is this demonstration by the seniors, this demonstration by the parent, this demonstration by the superior that is that should facilitate the transfer, that what is expected behavior. If it is not transferred then in that case whole efforts and all the resources, your man, machine, material, money, method, minutes, your time means that will all will be wasted. So therefore, in that case it becomes very very important, that is the you facilitate the transfer of training.

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Developing Behavior Modeling

- The first step in developing behavior modeling training programs is to determine (1) the tasks that are not being adequately performed due to lack of skill or behavior and (2) the key behaviors that are required to perform the task.
- A **key behavior** is one of a set of behaviors that are necessary to complete a task. In behavior modeling, key behaviors are typically performed in a specific order for the task to be completed.
- Key behaviors are identified through a study of the skills and behaviors necessary to complete the task and the skills or behaviors used by employees who are effective in completing the task.

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Then how to developing the behavior modeling? The first step in developing the Behavior Modeling training program is to determine the tasks that are not being adequately performed due to the lack of skill or behavior. Now you see like when we talk about a management trainee or graduate engineer trainee, then in that case that is a first way to define a particular task.

If it is not adequately performed it maybe it is, it is because of the inexperience, person is not experienced. A person is not experienced so he will be having the lack of skills or behavior, because he does not know and therefore, you value for that particular experience and exposure so therefore you keep on facing the challenging situations and then solving those problems and they are developing the skills and developing that particular behavior.

The success and failure is a part of life, which are the giving a lesson at the end what we learn? We learn that is the what behavior was expected and we are the self-judge, whether we justified that behavior or not because time has to keep on going but whether you now you cannot bring the time back, and then what was your behavior in a given time? Was it appropriate?

If you were the facilitator on the role of, now here is very important thing I would like to mention. When we playing a behavior that time we have to understand the role demands, that clarity is required. And for that role demand it is very important that is the understanding of that particular, these skills. What skills and what behavior?

Please basically if you do not know that is the what behavior is expected from my role that clarity is not there or that exposure is not there, that experience is not there, so please take training and learn that is the in a particular given role. Even in personal roles parents are taught that is the what should be the behavior when you are handling a child below 14 years, when you are handling your child between the 14 years to 17 years, and when you are handling your child of the at the age of 18 and above.

So therefore, in that case that is a less for behavior that what should be the behavior and what should be the skill. And therefore I always talk about that is a technical skills, human skills, conceptual skills all these skills, analytical skills if we talk professionally more, consulting skills now a days. So therefore all these skills, that should be learnt.

And therefore, that if their tasks are not being adequately performed maybe because of the lack, lack of that skills and behavior. So please be very careful that whenever we talking about the society, then in the society or in the organization, organization is also the part of the society. Whenever we talk about all these aspects, that time we should be very clear about the, that is the there should be a table. What skills are required, what behavior is required. And that is why you conduct the Orientation program.

The second part, the key behaviors that are required to perform the task, benchmarking practices. Whenever we are using the case studies, I have demonstrated in earlier module that is the how the case study that becomes important, how to write the cases, how to how a trainer should analyze the case and he should take sessions on the case study analysis and the interpretations.

So therefore, in that case it becomes very very important, that is that we have behavior that is required to perform, that list is to be there. One should to be very careful in making the list, any particular essential skill, essential behavior that should not be erased. That has to be exist in that your list.

And what is a key behavior? A key behavior is one of a set of behaviors that are necessary to complete a task. A simple example is that is the role of a leader, a behavior of a leadership, a superior. What he should be? He should be a leader. What a leader's behavior should be? A facilitator, a vision provider. So therefore, in that case if you are clear with that particular key behavior then definitely in that case you will be able to demonstrate that behavior.

In Behavior Modeling, key behaviors are typically performed in a specific order for the tasks to be completed. And therefore, in that case, there should be goal and there should be the action. So when you are playing a particular behavior modeling you should know what is the goal, what we are trying to achieve, what we are trying to demonstrate and then accordingly we have to perform.

Key behaviors are identified through a study of the skills from the case studies, the past experiences, life. Life itself is a good book to learn the skills and behaviors. That time I have behaved like this and so then I got the success, so that is the repetitive behavior, positive reinforcement, so repetitive behavior. But that time I have failed, it was a blunder. Then I will not behave in that way again and because there was a punishment or there might be the

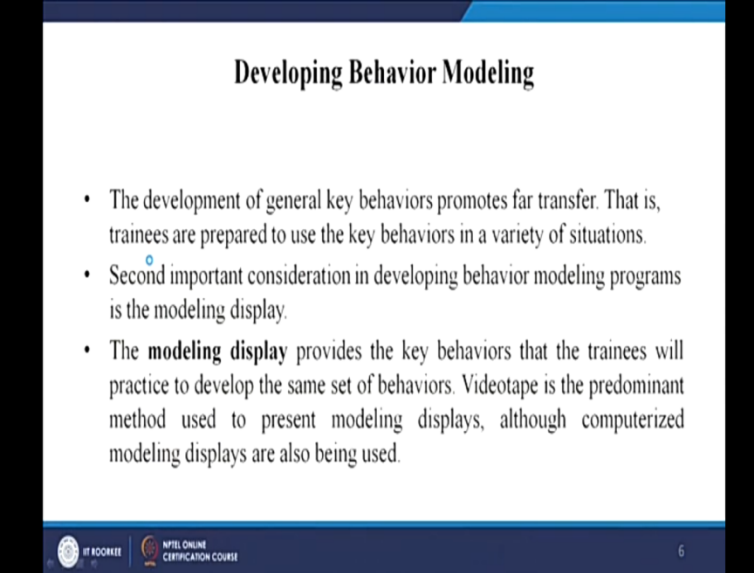
corrective action. As a trainer I would say that if there corrective action was taken, it means I was wrong.

So therefore, in that case those types of study of a skills and behavior necessary to complete the task and goal. And the skills or behavior used by employees who are effective in completing the task. Now here, I would like to also add that is whenever we are talking about the effectiveness and effectiveness comes through the productivity, adaptability and flexibility, Mort scale, and therefore, in that case it very much required when we talk about the managerial effectiveness, that is the these type of the productivity, output, quantity and quality both and then flexibility with the situation. Okay.

Now it has one more point I would like to mention here, that is the situation plays a very great role in behavior modeling. In the same situation, the behavior changes. Many times you find that is your colleague who was your friend sometimes he is not cooperating now. So what has changed? Situation has changed. And many times you find that your colleague who was not helpful after so many years he starts helping to you. What has change, situation has changed.

So therefore, it is very very difficult to understand that is the, whenever we are talking about the Behavior Modeling, the parameter of the situation you please keep in mind. In which organization you are, what is the organizational culture, what is the particular situation, how in a given situation these behavior of the characters will keep on changing. Whenever there will be the favorable situation then there will be this particular task will be there. But whenever there will be unfavorable situation then there will be no task. So therefore, who are effective in completing the task that becomes very very important.

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Developing Behavior Modeling

- The development of general key behaviors promotes far transfer. That is, trainees are prepared to use the key behaviors in a variety of situations.
- Second important consideration in developing behavior modeling programs is the modeling display.
- The **modeling display** provides the key behaviors that the trainees will practice to develop the same set of behaviors. Videotape is the predominant method used to present modeling displays, although computerized modeling displays are also being used.

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The development of general key behavior promotes far transfer. So therefore, it becomes very very important that is the, these particular general key behaviors, the listing of the key behaviors, that is important. When you are having the listing of the key behaviors, then only you can transfer that is trainees are prepared to use the key behaviors in a variety of situations.

As I mentioned that is the word of situation it becomes very very important. Whenever there is a situation and then the situation many times direct the behavior, so be careful that is the how do we, I have discussed with you in earlier module about the Fiddler's model and therefore, that relationship task and position, a professional role that becomes very very important.

Whenever we are talking about the that behavioral task and role then that becomes an important role when we are talking about a situation. So your relationship in a given situation that is becoming very very important. So therefore, this understanding of the development of general key behavior at that time you have to keep in mind the situation.

Second important consideration in developing behavior modeling programs is the modeling display. Now you know how to behave, but are you able to display that behavior or not that is also very very important. And therefore, the personality plays a very very important role. An effective personality will be able to demonstrate that particular behavior in the modeling display that is the while that particular behavior when modeled, when that particular behavior is

demonstrated and that time the person's personality is enough competent to demonstrate that particular behavior.

So this change of personality and playing this role or this acting, right? But acting will not be the right word, because that has to be in the reality and then that particular in that given reality that particular playing a role, shifting of roles. Then that becomes very very important of an individual's personality. And if individual's personality is competent enough in the modeling display, then definitely he will be the very much successful in behavior modeling.

The modeling display provides the key behaviors that the trainees will be practice to develop the same set of behaviors, videotape is the predominant method used. Now whenever, earlier this videotape was in use and now you will see in our the next module you will see I will be demonstrating with the help of this Digital Pedagogy. So now a days when we talk about the digital pedagogy, that is the predominant method used. Many people are learning the qualitative skills and behavior or the quantitative skills through with the help of the YouTube and all and the media is playing a very great role and therefore, this technology that is the predominant method to use to present the modeling displays.

So if somebody wants to develop and practice, then definitely he can take the use of the technology in displaying this particular behavior modeling and learn from that. Although computerized modeling displays are also being used. And therefore, that can be also we can use through the computerized modeling also that can be used.

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Application Planning

- **Application planning** prepares trainees to use the key behaviors on the job (i.e., enhances transfer of training).
- **Application planning involves** having all participants prepare a written document identifying specific situations in which they should use the key behaviors.

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Now I will come towards the application of this particular planning. So what is to be prepared? As I mentioned that in the behavior there is a need for this particular behavior modeling and in application planning prepares trainees to use the key behavior on the job. So preparation and plan for the preparation, the trainer when this, like this here behavior modeling we have prepared our students and we have given them that particular script and then asked them that is the yes they have to make this particular behavior.

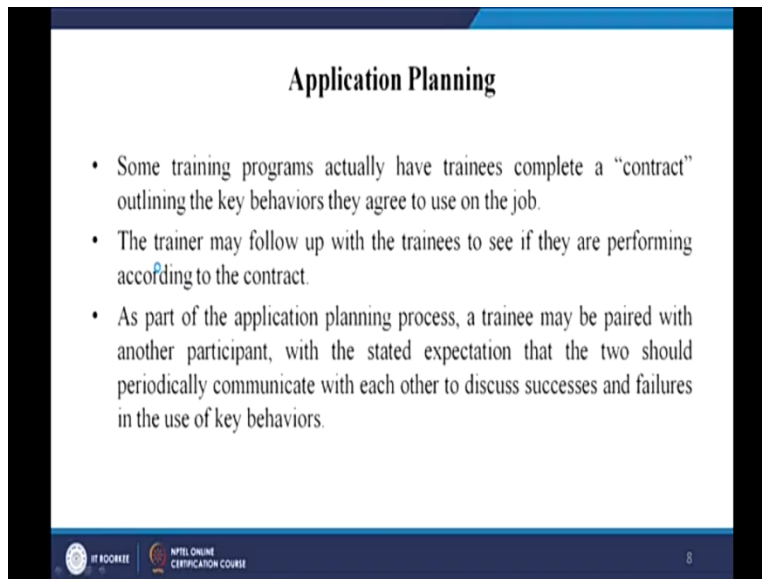
So the trainer has to prepare that particular script and then it has to help the trainees while giving a particular situation that is what they will be able to demonstrate. So trainer first has to make the that preparation and that is called the Application Planning, which enhances the transfer of training.

So transfer of training will be enhanced with the help of this particular preparation. So as I mentioned that is during training program the trainer should make a proper application of the planning.

Second, application planning involves having all participants prepare a written document and therefore, that written document that has to be ready identifying the specific situation and in which they should use the key behaviors.

Now what can be the source? Source can be either we are making the use of the textbooks or we are making the use of the journal, or making the use of the different case studies and then we can make the use of the different dramatic scenarios, we can use the different news also paper news also that we can take and make the source for this particular application or planning and then then that can be involved.

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Application Planning

- Some training programs actually have trainees complete a “contract” outlining the key behaviors they agree to use on the job.
- The trainer may follow up with the trainees to see if they are performing according to the contract.
- As part of the application planning process, a trainee may be paired with another participant, with the stated expectation that the two should periodically communicate with each other to discuss successes and failures in the use of key behaviors.

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Some training programs actually have some trainees complete a “contract” outlining the key behaviors they agree to use on the job. And therefore, this trainee that contract outlining is very very important. What they can do? That is the key behavior they agreed to use on the job, that contract is made and then on basis of that contract because that contract will remind. That contract will be always reminding the person, no I have to behave in a particular way.

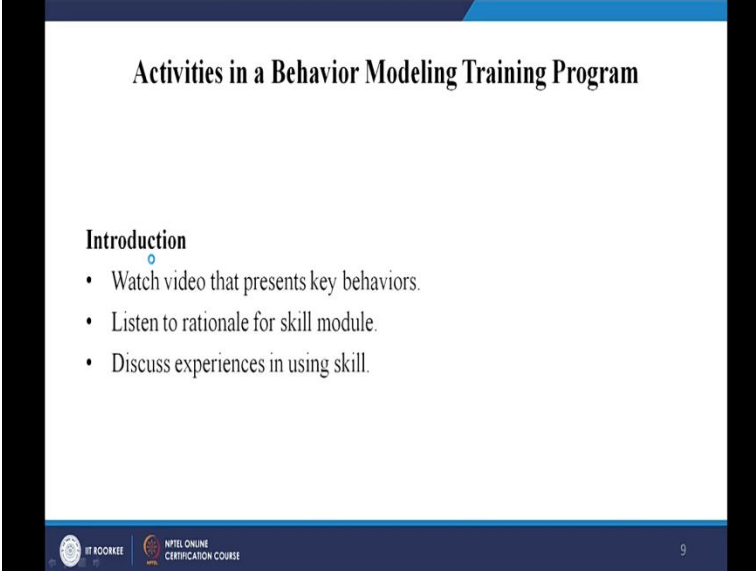
And therefore, that type of contract can be there. However, there can be the breach of contract and when breach of contract is there then corrective action is required. The corrective action will be required and the trainer has to inform that is no, this behavior was required to be in a particular way.

The trainer may follow up with the trainees to see if they are performing according to the contract and therefore whatever is the behavior has been explained to the trainees and the script has been given that whatever preparation is made that has to be informed on the basis of the particular contract. As part of the Application Planning process a trainee may be paired with the

another participant because it is a behavior modeling. So definitely he has to demonstrate one behavior in coordination with the another participant.

With the stated expectation that the two should periodically communicate with each other to discuss success and failures in the use of the key behaviors and then we have to ask the participants, that is the what is their experience. And on basis of their experience they will be trainees will be talking about that is what has been what they thought of and what they wanted to behave and whether they have behaved or they have not behaved in that way. And therefore, they can make the use of the key behaviors and discussion that is whether they have performed or not.

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Activities in a Behavior Modeling Training Program

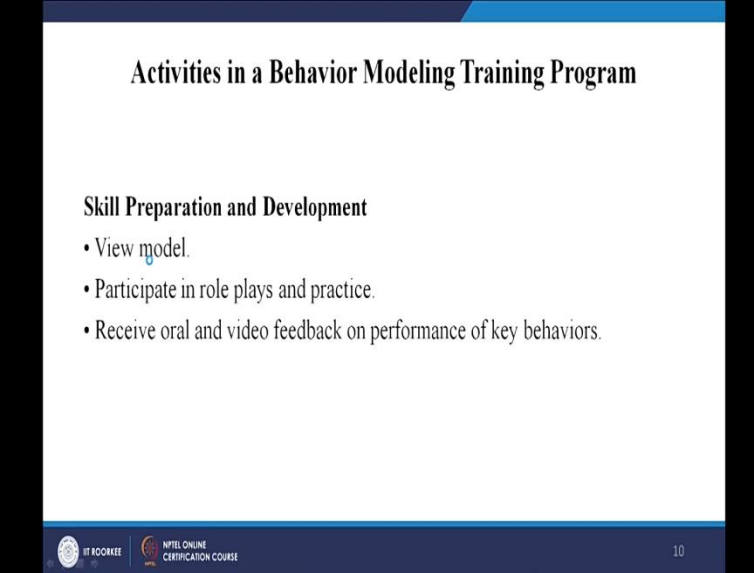
Introduction

- Watch video that presents key behaviors.
- Listen to rationale for skill module.
- Discuss experiences in using skill.

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So (what is) what are the activities in a behavior modeling training program? Watch video that presents key behaviors, listen to rationale for the skill module that is the skill module is there, discuss the experiences in using the skills. And therefore, if they are able to do these experiences whatever experience is there, they have to make the use of those skills.

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Activities in a Behavior Modeling Training Program

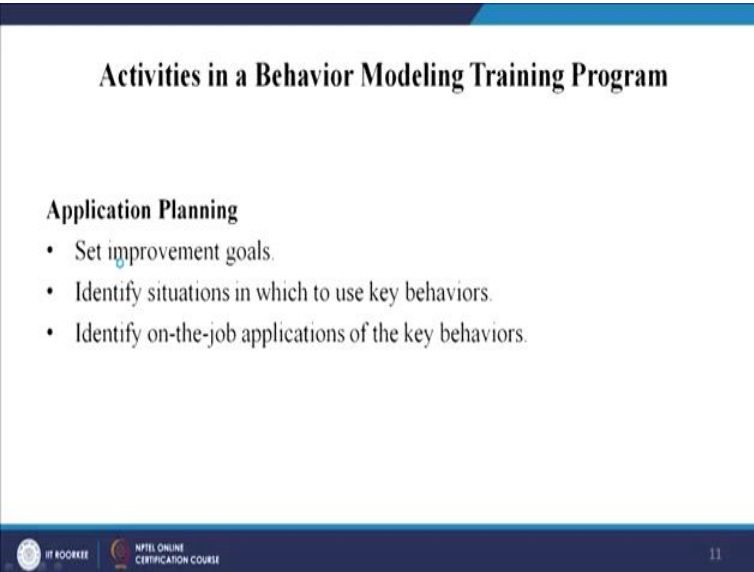
Skill Preparation and Development

- View model.
- Participate in role plays and practice.
- Receive oral and video feedback on performance of key behaviors.

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What will be the skill preparation and the development? There will be the viewing the model, participate in role plays and practices and then show the particular behavior by playing a particular role, receive oral and video feedback. Like here we will give the feedback, observer will give the feedback, the trainer will give the feedback that what behavior modeling has been demonstrated on performance of the key behaviors.

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Activities in a Behavior Modeling Training Program

Application Planning

- Set improvement goals.
- Identify situations in which to use key behaviors.
- Identify on-the-job applications of the key behaviors.

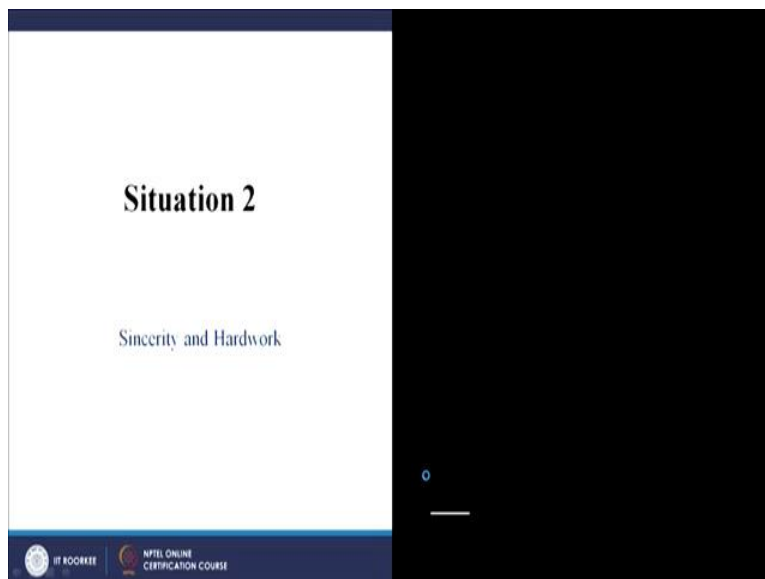
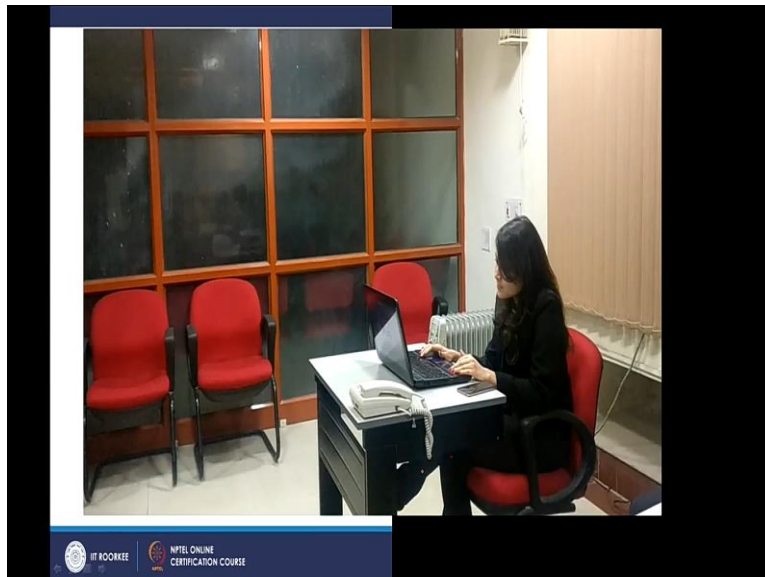
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So how to make a preparation? Set improvement goals then after this that is the where there was the scope of improvement that improvement is to be there. Identifying the situations in which to

use the key behaviors where they have demonstrated the proper behavior. Identify on the job application of the key behavior.

And what is the on this job the key behavior is required to be performed and in that case we will talk about this particular behavior modeling, then we will talk about the uses of phone at work.

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These are certain videos, then they will talk about what is the right way. You will see this picture that is the how the employee that is supposed to behave in, then the sincerity and hard work. These are the situations. This are all about the certain examples.

And now with the help of my MBA students I will like to demonstrate that is the what is the behavior they are supposed to demonstrate. Then they themselves will be giving their feedback that is what is how they made the successful behavior or there were some failures, why it is so. The observer will comment, then I will comment and like this we will conduct the training program on Behavior Modeling. Thank you.