

Work Place Champions through ‘TCM’

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Abstract: The main objective of this article is to create a practical exposure and spatial relation between the organizations for setting up a superior workplace ambience by developing work place champions for sustenance of the organization. “War for talent” is a very important concept but unmanageable for growing organizations to keep the employees developed to align their job roles for sustenance of the organization and to find qualified substitute for effective survival in this rapid competitive world. Managing employees and development their performance has been accepted as a vital base for sustainable development for a growing organization. It is only possible by where skills, knowledge and their attitude are switched over easily and allowing every individual to overcome the blocks which may prevent performing their job effectively. The development path of any system should be effective and low-cost means on exercising in-house potential and developing the workforce for achieving aims and objectives of the organization through Training, Coaching and Mentoring.

Keywords: Sustenance, performance, competence, learning, satisfaction

1. INTRODUCTION

“Tell me and I forget. Teach me and I may remember. Involve me and I learn.”

- Benjamin Franklin

Human Resource Management recognized as the most valuable asset for development of organization and addresses the functions and principles applied for recruiting, retaining, training, developing, and compensating the employees

within the organization. Human Resource Management administers a set of activities, programs, and functions that are designed to improve organizational, functional effectiveness along with the satisfaction of employees.

No doubt that the scope of HRM is vast but all the activities of employees right from the time of their entry into an organization till their retirement comes under the horizon of HRM. HRM deals with many more divisions but major activities are Recruitment, Payroll, Performance Management, Competence building, Training and Development, Retention, Industrial Relation, etc. Training, coaching and mentoring for development of the organization plays a vital role out of all divisions for sustenance of the Organization.

The reality of today's organizations involves unprecedented change in the way employees experience work. Technology advancements and development gains in competition and diversity of the workforce, downsizing, restructuring, mergers and acquisitions are requiring organizations to rely more on human capital to adapt to these changes in the work place. There is an increasing demand on employees for self-development, flexibility and change. The ability to learn, unlearn and relearn are now indispensable. Development through books and training programs will not be sufficient to keep the pace with required competencies for success in today's fast-paced work environment. Individuals often must look to others to learn new skills for individual development, team interactions and departmental co-operation to keep up with the demands of their jobs and professions.

2. CLARITY OF OUTLINE

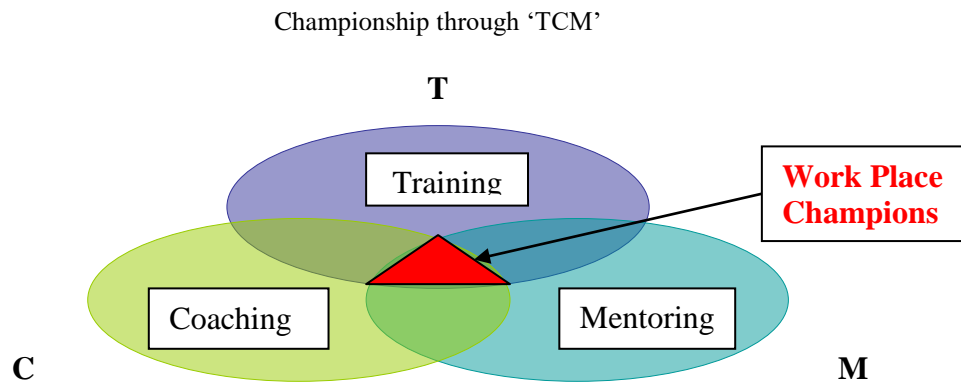
“Work-Place- Champion” is any individual who possesses a particular skill, knowledge of job and all actions related in which the individual is competent at applying and also willing to pass on to someone else who is lacking in some or all of the information.

By bringing out various ideas together in a formal way, we can define that-

“A work place champion is anyone who has a competency level in a particular skill or knowledge and the capability to pass on specific areas of this information to others. The destined result is that the individuals identified shortfall will be resolved and will be able to progress effectively. Championship blends a range of skills and techniques implemented informally but in a systematical way”.

Expect to be true that a workplace where skills, techniques and knowledge are exchanged freely allowing every individual to overcome the hurdles which may be preventing them from doing their role or job competently and effectively. In the recent past learning and development is changing rapidly from time to time and influencing the entire business with enhanced scope and complexity.

Learning and development speaks a different language to the Business....but more farseeing. Emerging trends in learning and development has proven and shown that it is very much possible with the help of tripod methods for growing work place champions.



Training is an abstract term for any planned undertaking that improves students or fresher's qualifications, knowledge or expertise. A training activity is prepared in advance by Training Advisory Committee (TAC) to teach specific abilities to a specific audience. Training activity can be performed in many ways and many times as per the requirement. There are several training practices like class room training, on the job training, job rotation, apprenticeships etc.,

Coaching is an important concept through which manager's work with subordinates to focus skill development, impart knowledge and inculcate values and behaviors that will help them achieve organizational goals and prepare the employees during challenging assignments. Coaching is often a spinoff in the performance appraisal. Most of the time, in day to day activities or in everyday business, whenever a perceptive manager sees a way to help subordinates do things better. The importance of coaching has grown as organizational structures have flattened and the necessity for continual learning is recognized.

Mentoring, is also an individual development module like coaching, is a means of developing human resources in all fields of a human race. Mentoring is like guiding others in their personal front for growth through learning. There is a two way positive belief among and mentor acts as a trusted guide, offering advice when asked and opening doors to learning opportunities whenever possible and appropriate. Unlike coaching, the initiative in mentoring comes from the person seeking greater understanding. That person - the protégé - must take responsibility for his or her own growth and development.

Table-1: Detailing for work place championship

Details	Training	Coaching	Mentoring
Focus	Learning	Individual	Performance
Role	Educatee	Specific agenda	Facilitator with no agenda
Relationship	Need based	Comes with the job	Self selecting
Source of influence	Attitude	Position	Perceived value
Personal returns	Growth	Teamwork/performance	Affirmation/learning
Arena	Workplace	Task related	Life

Training, Coaching and Mentoring programs help everyone, right from a fresh entrant or enlistee to the professionals to grow, develop and learn new set of skills under the direction and advice of senior identified employees or seasoned experts. Organizations implement Training, Coaching and Mentoring programs to align the goals of the company with the professional development of its employees.

Mentoring is an advanced process of assisting someone or imparting wisdom and knowledge by an experienced proficient person to an inexperienced individual or group of people to get an overview of their life, career aims and future prospects. All in all Training, Coaching and Mentoring aims in sharing skills, techniques, knowledge and experiences for the development of individuals as well as development of the organization in Toto.

3. EXPECTATIONS FOR EXCELLENCE

Table-2: Mutual expectations of Expert and Educatee

Experts can expect the Educatee to:	Educatee can expect the Experts to:
Accept the relationship.	Have regular face-to-face meetings.
Meet as often as appropriate.	Provide sound advice.
Ask for suggestions and advice.	Maintain confidentiality.
Listen, apply advice, and report the results.	Follow through on any commitments made.

Keep any commitments made.	Help resolve conflicts with the Educatee.
Maintain confidentiality.	Be sincere and honest
Give opinions on the relationship	Caring and diplomatic in giving feedback.
Work out any minor concerns.	Clear guidance towards achieving task

4. COMPETENCIES FOR WORKPLACE CHAMPION

The overall purpose is to develop a network of champions as people who can impart identified blocks of information, gradually helping others to develop their competency levels to improve their performance. The pay-back is that any particular champion can in turn expect help at different times from others acting as champions, to overcome the individual learning shortfalls.

Many development programs fail when there is undue emphasis on the experts, while the responsibilities and roles of the educatees are neglected. Learning and development is not about entitlement. It is about real workplace empowerment and skills development. The following roles are therefore of paramount importance for the success of the program to develop many more workplace champions.

1. **Learner:** The Educatee needs to be willing to learn from the expert or role model. He or she must be an active learner and believe in the concept of lifelong learning. Educatees should realize that the success of the programme will to a large extent depend on the quality of their learning and involvement.
2. **Self-developer:** Educatee needs to be creative in suggesting other development areas to the expert. Here it is important to focus on the responsibility of the Educatee for self-development. Whilst the expert plays a developmental role also responsible for in his or her relationship with the Educatee.
3. **Communicator:** The Educatee must be a proactive and competent communicator. Educatees must be able to say what they think to communicate their ideas, problems and concerns with the expert. Well-developed communication skills are therefore of utmost importance for the success of the program.
4. **Listener:** Listening skills are very important for Educatees. They must listen very well to the experts in order to implement the action plans decided upon with the expert. It is often a good idea to make notes of key issues mentioned by the experts to enhance the listening process for effective learning.
5. **Implementer:** Educatees are implementers. This means that the relationship between the expert and Educatee is not merely based on interaction and communication. The real yardstick for the success of the development programme is whether the Educatee is implementing the action plans decided with the expert. Implementation refers to specific action plans and activities that have taken place.

6. Professional Developer: The main aim of the program is the development of individual and in turn focuses on professional related development to meet the needs of the expert in line with the development of the organization as a whole.

7. Thinking logically as a champion: Learning should progress in steps and stages- like building bricks on top of other for constructing a design. Logical sequences are important to foresee the terminus in mind. Logical sequences instill a little order into life- but applied lateral creativity is valuable as well. As a champion one should however be fairly clear in his/her own mind how the learning event might progress- and be very clear as to what the expected outcome should be. So the creativity is channeled logically towards an identified outcome.

5. CONCLUSION

The Success in Management requires learning as fast as the world is changing... Warren Bennis

Blended learning & development is a buzz concept widely used to describe the combination of different techniques to develop individuals becoming workplace champions and to meet the analyzed needs. The mix of informal training, coaching, mentoring and other simple techniques encourages our work place champions for a specific bite-sized learning to happen according to the situation. All the development concepts almost looks like same but they are different nature and are merely results driven. Learning & development concepts focuses on exploitation of specific goal, task, knowledge, skill, ability, career, and personal relations of individuals to become work place champions and marching ahead towards growth of the Organization as a whole.

Ultimately, Productive learning and development involves more than just showing a newbie the ropes and pointing them in the right direction for success. To be truly effective, it requires the experts to help fresh entrants to become continuous learning and more well-heeled by spreading his wings and forging connections that secure their place within and also outside of the organizational structure. All the above practices are necessary to encourage the individuals to grow and flourish in such a way that everyone will inculcate continuous learning habit to achieve their maximum potential. When continuous learning and development is done in a productive and challenging way, it can provide considerable value to every individual aiming for excellence and also effective sustainability of the organization.

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