

Module - II - Human Resource Development

* Human Resource Development
HRD concept was first introduced by Leonard Nadler in 1969 in a conference in US.

Meaning :- HRD is the framework for helping employees to develop their personal, and organizational skills, knowledge and abilities.

Intro :- Development of Human Resource is essential for any organisation's growth & success.

Definition :- American Society for Training and Development (ASTD) defines
"HRD is the integrated use of training and development, organisational

development and career development to improve individual, group and organisational effectiveness. 1)

* Scope | Functions of HRD

1. Performance Appraisal
2. Promotion of Employees
3. Training and Development
4. Career development
5. Organisational Development
Focused on assuring
Healthy Relationship through
the Organisation to face problems
such as absenteeism,
internal conflicts.
6. Motivation (Higher status, delegation, Welfare facility) - Incentives → Rewarding employees [Higher salaries, Bonus] Monetary & non monetary values
Respect the employee
7. Employee welfare
8. Quality of work life :-
It facilitates QWL. It is a technique for improving productivity and quality of work.
→ It involves labour-management co-operation, collective bargaining and participative management
9. Human Resource Information
Employee related information must be maintained by company
Information includes :- performance appraisal reports, Training Programme participation records.
10. Mentoring :- It is a process of guiding and coaching by mentor to mentee to improve individual group and organisational effectiveness.

* Meaning of Training and Development.

Meaning: Training is an educational process which involves the sharpening of skills, concepts, changing of attitude & gaining more knowledge to enhance the performance of the employees.

Definition: Wayne Cascio defines "Training consist of planned programme undertaken to improve employee knowledge skills, attitudes, and social behaviour so that the performance of the organization improves considerably".

Development: Meaning Long term process by which managerial personnel acquire conceptual and theoretical knowledge and skills for enhancing general administrative abilities.

* Importance of Training and Development.

1. Innovation 2. Training facilitates employee to come up with innovative ideas → New Plans, New Products, New Schemes.

2. Corporate image :-
performance of organisation ↑
image of firm improve — Employees,
Deals — customers

3. Efficiency :- Ratio = $\frac{\text{Return}}{\text{Cost}}$

It helps to improve efficiency of its employees.

Improve performance → High Return
Lower costs

The Return are in form of

i] Higher sales, Higher profits,
Higher market share.

4. Team work :- Training help to improve attitude results in Fe good Team work which bring Success to the organisation.

5. Optimum use of Resources :-
— physical, capital, Man power
result in Higher Productivity

6. Motivation :- Training — Higher performance —
More Profit & sales — Monetary &
non monetary incentives.

7. Competitive Advantage :-
Improve quality, Reduction in Costs

8. Customer Satisfaction — Product Performance

Match with Customer's expectation.
Training helps to improve Perform
of employee in terms of
Product quality, delivery of
Product, Service performance.

9. Absenteeism Reduction :-
Positive attitude.

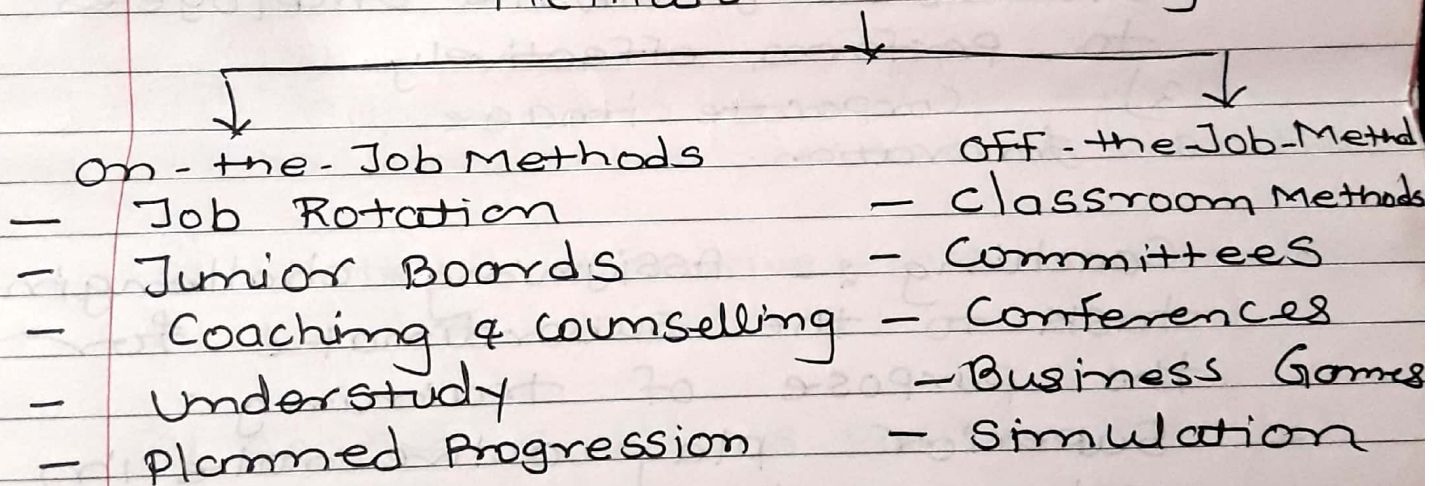
10. Employee Turnover Reduction &
employee Loyal to the Organisation.

11. Benefits to Employee :-

- Upgrade Knowledge & Skills
- Training develop Positive attitude
- Higher rewards
- Provides opportunity for Promotion.

* Methods of Training & Development

Methods of Training



* On the Job Methods

1. Job Rotation :- Employees are transferred from one job to another.

Ex: A Cashier in Bank transferred to account dept.

2) Hotel Reception employee spent part of the week looking after the reception Administration, dealing with customers and Enquiries.

3] A Person from Engineering dept transfer to Marketing dept

Advantages :- 1] Reduce monotony
2] Provides good experience of different jobs.
3. It identifies most suitable person for particular position.

2. Planned Progression :-

- Transfer from one job to another with higher pay, position & duties.

Ex:- Cashier transfer to Account dept with high salary

* Advantage :- 1] Motivate employees to perform effectively.

2] Corporate image

3. Innovation.

3. Coaching :- Assigning challenging task to the subordinate for the purpose of training.

- Superior play active role in assisting and advice subordinate to complete the assigned work / task.

Ex :-

4. Case Selling :- Superior play passive role in training the subordinate.

→ Superior assign challenging task for the purpose of training.

→ Superior provide advice to the subordinate or act as a guide.

5. Understudy position -

The subordinates is trained to perform the duties and responsibilities of the superior

→ Subordinate is likely to take up the position of the superior
Superior is likely to be transferred, retired or promoted.

Ex-¹] Junior Manager working under Senior manager.

2.

* Understudy person generally asked to do the following :-

1] Supervise a group of employees to experience leadership qualities

2) Attend executive meeting in place of the superiors.

3) Assume superiors position in his absence.

6. Junior Boards :- Junior Boards can be formed to train executives

→ It permits promising young middle-level managers to experience problems and responsibilities faced by top-level executives in their company.

→ 10-12 executives from diverse function serve on the Board for a term say 6 mths.

- The Board is allowed to study any problem faced by the organisation, in respect of personnel policies, organisational design, inter-departmental conflicts and make recommendations to the Senior Board of Directors.

7. ~~Mentoring~~

* OFF the Job Methods :-

1. Case Study Method - usually Case Study deals with any problem faced by business which can be solved by an employee.

The trainee is given an opportunity to analyse the case and come out with all possible solutions.

— Advantage:- Helps to enhance analytic and critical thinking of an employee

2. Incident method :- Incidents are prepared on the basis of actual situations which happen in different organizations and each employee in the training group is asked to make decisions as if it is real-life situation.

3. Role play :- In this case a Problem situation is simulated asking the employee to assume the role of particular person in the situation.

4. Business Games :- Under this method the trainees are divided into groups and each group has to discuss and analyze the Problem and by making trial-and-error decisions.

Help to develop
Benefits :- communication skills
Problem solving skills
Decision making skills

5. Classroom method :- It include Lectures, discussion, role playing and Case study.

Advantages :- Training can be given to large group at a time. In case of lecture method

- Theoretical concepts can be made more clear.
- Interactions among executives.

6. Simulation :- A simulated learning situation is an imagination of reality. It is a technique where trainee is trained in an environment that closely represent actual work place.

→ Ex :- Training of How to drive Aeroplane.

7. Committees - The Junior members of the committee can learn from the discussions and interactions with the senior members of the committee.

The Senior members also can learn from opinions and views expressed by Junior members.

8. Conferences :- It is a large gathering representing various sections or divisions of the organisation.

→ Experts may present their views on certain topics or latest development.

Ex: 1) Conference on Teaching Syllabus of T.Y. BAF.

9. Seminars & workshops :-

- Seminars - trainees present their papers on work related development. The paper presentations are reviewed by experts. Experts may give their insight / knowledge or opinion on topic presented by the trainee.

- workshops - a good interaction between trainer and trainee. The trainer may present his views on

on certain Development

— Trainee get Knowledge due to Views expressed by trainer

* Performance Appraisal
Systematic & Evaluation OR
[Assessment of an individual's
Job Performance in a systematic way]

* the performance Appraisal Factors ^{Measured} against which

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graph TD; A[Measured] --> B[Appraisal Factors]; B --- C[ ]; C --> D[Job knowledge & quantity of output]; C --> E[quality]; C --> F[Leadership abilities]; C --> G[Cooperation & Judgement]; C --> H[of output];
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* Objective :-] To promote the employee based on performance

- 2] To check out Training & development needs
- 3] To improve communication
- 4] To achieve individual & organisational Efficiency.

Definition :- 'Performance Appraisal is a Process of evaluating an employees performance of a Job in terms of its requirements''

— Scot, clotheir & spriegel.

'Performance appraisal is the Systematic description of an employee's Job, relevant strengths and weaknesses'

* Benefits / Importance of Performance Appraisal

1. Performance Feedback :-

It helps employee to get knowledge about Job related strengths and weakness. So, employee can improve the employee's future performance.

2. Employees Training & Development Decisions :-

— It helps to identify employees who requires additional training and development

Ex :- A professor may improve his efficiency by attending workshops or seminars about his subject.

3. Validation of Selection Process :-

— It validate selection of employees from both Internal (Promotion & transfer) and External (hiring new employees from outside sources).

Ex :- Marketing Manager not able to market the product, appoint any other person in place of him.

4. Promotion :- It helps to find out which employee should be given promotion.

Ex :- If employee handle & can perform responsibility and duties of higher job. so he can promoted to Sr. position.

5. Transfers :- It is useful for taking transfer decisions.

- Transfer involves changes in Job responsibilities.
- PA helps to find out employees who can take these responsibilities.

Ex:- If PA Report says Accounting Person ~~can~~ have efficiency in Marketing Job, so he can transfer to this Job.

(Removal)

6. Lay-off Decisions:- It helps to take lay-off decisions.

The weak employees may be layoff from Job.

Ex:- If sales person not able to achieve sales ~~to~~ target then he Layoff from organisation.

7. Compensation Decisions :- It used compensate the employees by increase their ~~to~~ pay and other incentives

- In case of managerial Jobs
- Better performances are rewarded with merit pay

8. Human Resource Planning (HRP)

- Accurate and current appraisal data regarding certain employees help management in taking decisions for future employment.
- # It helps to take decision related Promotion, demotion, layoff will result in proper future planning of employee.

9. Career Development :- PA enables managers to coach and counsel & assist employees in their career development.

10. Documentary Evidence :- PA Reports can be used as an important documentary evidence in case of disciplinary action taken against some ineffective employee.

11. Management - Labour Relations :- PA helps to maintain good labour relations between Management and Labour.

→ PA creates health atmosphere in the organisation.

12. Effective communication.

* Limitations of Performance Appraisal

1. Halo Effect :- The rater may base the entire appraisal on the basis of one positive quality or trait was assessed earlier.

Ex :- if person evaluated on one trait 'emotional ability' and if scores very high then rater may also give him high scores in other traits such as intelligence and creativity.

2. Horn effect :- At times raters may evaluate on the basis of one negative quality.

Ex :- The rater observe that the ratee does not shave regularly. he may conclude that he is lazy at work.

3. Central tendency :- The rater mostly ^{assigns} middle a range scores or value to all individuals. Extremely high or low evaluations are avoided.

- Lack of information or rater is unfamiliar with a ratee.

4. Problem of Leniency or strictness
many rater are too lenient in their rating. High scores to all employees regardless of merit. all employees are rated too strictly where very low scores are given.

5. Spillover effect :- In this case, the present performance appraisal is greatly influenced by past performance. "A person who has not done good work in the past is considered to be bad at work at present also."

6. Latest Behaviour :- Rating is influenced by most recent behaviour ignoring the the behaviour during entire appraisal period.

6.7. Latest Personal Bias :- The way an appraiser personally feels about a rater may drastically affect the appraiser objectivity.

- if rater have good relation with ratee they may bi give higher scores.

8. Paper work :- Some supervisors complaint that Performance appraisal is pointless Paper work. It is only Paper work not serving any practical use.

9. The Problem of Appropriate Technique - there are number of evaluating technique. Some techniques may be easier and economical some others time consuming and inconvenient.

10. Fear of Confrontations :- Sometimes supervisors tend to give above average rating to below average Performers to avoid confrontations with the latter.

11. Fear of Spoiling Relations :- It affect Superior - subordinate relations. - An appraisal maker superior more a Judge rather than coach, Subordinate may look upon the superior with mistrust.

* Methods of Performance Appraisal.

Traditional Methods	Modern Methods
- Ranking Method	- MBO
- Paired Comparison	- Behaviourally anchored rating Scales
- Grading	- Assessment centres
- Forced Choice Method	- 360° - degree Appraisal
- Checklist Method	- Cost Accounting Method.
- Critical incidents method	
- Graphic Scale Method	
- Essay Method	
- Confidential report	

1. Ranking Method - Simplest & oldest - Employee compared with others for the purpose of placing order of worth. The employees are ranked from the highest to lowest or from the best to the worst.

2. Paired Comparison :- Each employee is compared with other employees on one-to-one basis based on one trait/quality only.

3. Grading Method :- Three categories established for employees :- outstanding, satisfactory and unsatisfactory.
→ Employees allocated grade accordingly.

4. Forced choice Method :- It is developed by J.P. Guilford. It contains a series of group of statements and rater rates how effectively a statement describes each individual evaluated.

It contain Positive and negative Statements

Ex: Positive statements

→ Gives good and clear instructions to the subordinates

Ex- Negative statements

→ Inclines to favour some employees

5. Check list Method :- In this method a series of statements like quality of work, speed of work, punctuality, with answers in 'yes' or 'no' squares. The rater to tick appropriate answers relevant to ratee.

	Yes	No
IS regular on the Job?		✓
Does maintain discipline well?	✓	

6. Critical Incidents Method :- In this method, the rater records important incidents involving the ratee.

— If ratee performs well in such incidents then he is give high scores or low scores

Ex: IF in a particular incidents ~~Marketer~~ Sales person convince customer to buy the product then, the salesman's perform may be give higher score.

7. Graphic Scale Method :- Most Popular.

- Linear rating scale.

In this method Printed appraisal form is used to appraise each employee.

Performance Factor	Performance Rating			
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of work	Consistently Unsatisfactory	Occasionally Unsatisfactory	Consistently Satisfactory	Sometimes Superior
Quantity of work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Essay Method :- * Simplest ; In this method, the rater writes a narrative essay / description on employees strengths, weakness, past performance, potential, suggestions for improvement.

9. Confidential Report :- Traditional way of appraising employees mainly in the Government Dept.

- Evaluation is made by the immediate boss or supervisor for promotion and transfer.

* Modern Methods :-

10 MBO → (Management by Objectives)
Peter F. Drucker propounded a new concept MBO in 1954.

- It is used to measure performance of ~~Subordinates or Lower level ma~~
- It is a process whereby the superior and subordinate managers jointly identify its common goals, and plans.
- Plan implemented by subordinates.

11. Behaviourally Anchored Rating Scales (BARS) :- In this method the behaviour or attitude towards the job is appraised.

→ Employee with positive attitude would be given higher performance appraisal.

12. Assessment Centres :- This method is used in 1930 in Germany to appraise its army officers.

→ It is used for evaluating executives or supervisory potential.

- Assessee is asked to participate in role play, psychological test;
- It is used at the time of promoting managers to higher levels.

Ex: In India it is used by Crompton, Hindustan Lever and Modi Xerox. Eicher.

13. 360° Appraisal :- This method developed by General Electric company of USA in 1992.

- Under this method, performance information such as employees skills, abilities and behaviours is collected "all around" an employee.

— It is conducted by superiors, subordinates, peers, clients, colleagues, customers.

Ex:- It is used by Reliance industries, wipro corporation, Infosys, Thomas Cook.

14. Cost Accounting Method :- This method evaluates an employee's performance from the monetary benefits the employee contributes to the organisation.

→ The cost of employee and employee contribution is compared.

→ * Cost of employee → cost of selection, training, compensation.

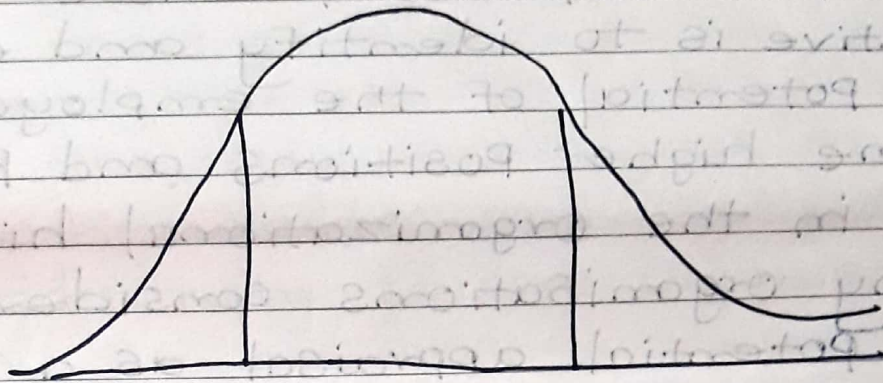
* Contribution :- Money value of employee service to the organisation.

— Employee performance can be rated as positive when contribution is more than cost.

15. Bell-shaped Curve Methods :-

Professional firms adopt bell-shaped curve method to appraise the performance of its employees. The performance of the employees is plotted against a bell-shaped curve. Based on the performance, the employees are categorized into groups:-

- * High Performers
- * Average Performers
- * Poor Performers



Low Performers Average Performers High Performers

The high performers are motivated with monetary and non-monetary incentives.

The Average Performers may be provided with training.

The poor performers may be terminated OR transferred or asked to opt for Compulsory Retirement Scheme (CRS). At times, training may be provided to poor performers to improve their performance.

* Potential Appraisal - Importance

Potential Appraisal is a future-oriented appraisal, whose main objective is to identify and evaluate the potential of the employees to assume higher positions and responsibilities in the organizational hierarchy.

Many organisations consider and use potential appraisal as a part of the performance appraisal processes.

The potential appraisal refers to the identification of the hidden talents and skills of an employee.

* Importance of Potential Appraisal

1. Identification of Strengths and Weaknesses :-

The potential appraisal enables the employees to know strengths and weaknesses. It gives a chance OR opportunity to the employees to correct their weakness and consolidate their strengths.

Example :- A Particular employee may have good leadership skills to influence others to work willingly. For such employees the management may assign the leadership of a Particular Project OR Activity.

2. Identification of Training Needs :-

Potential appraisal may enable the management to identify training

needs of the employees.

Example 2:- There may be training needs of the em decrease in Productivity after the appointment of new employees. In such case, management may provide training to the new employees to improve the knowledge and skills to increase productivity of the organisation.

3. Information about Future Prospects:- Potential appraisal may enable the organisation to understand the future potential of the employees.

4. Retention of Competent Employees:- It help to Retain competent employees. It helps to identify the competencies and capabilities of the employees. This information can be passed on to the employees so that the employees feel a sense of pride of their competencies.

When the management promises the competent employees of future career opportunities in the organisation, the employees may become loyal to the organisation and may not leave the organisation.

5. Advise on Career Development:-

It help the management to advise the employees on their career development. Potential appraisal help to identify the career potential of the employee.

Example :- The management may provide adequate training to the employee to develop new skills so that the employees can make career advances.

6. Motivation to Employees :-

It involves interviewing the employee regarding the level of knowledge, attitude and skills which the employee possess. The employee may feel that the management is seriously interested in the employee and therefore, the employee will put in best possible efforts.

7. Assigning Challenging Projects :-

It indicate Strengths OR Competencies of the employees.

The management may assign challenging projects to those employees who show good potential in handling challenging projects.

8. Succession planning :-

It helps in succession planning. Employees with potential competencies may be groomed up to become successors to positions that fall vacant on account of Retirement, transfer, Promotions.

9. Healthy work culture :-

Potential appraisal reflects healthy work practices of the management.

The employees respect the management for potential appraisal activities.

The good interaction between Management and employees during potential appraisal interviews develop healthy and cordial relations in the organisation.

10. Provision of Facilities :-

During Potential Appraisal Process, the employees may indicate to the management regarding the deficiency of certain facilities that affect the work performance. Therefore the management would make efforts to provide the required facilities to the employees.

11. Empowerment of Employees :-

Potential appraisal identifies the qualities, skills and competencies of the employees. Employees with a potential for high level of commitment and dedication are given the freedom and authority to perform effectively at the work place.

12. Developing confidence in Employees :-

The potential appraisal helps to develop confidence in the employees. When employees are made aware of their hidden talents and skills, the employees develop self-confidence in handling their duties and responsibility.

* Career Planning :-



Systematic process by which a person selects career goals and the means to achieve them

To achieve the career goals, the employees need to plan for career path.

From organisations point of view, career planning implies assisting the employee to plan their career path in terms of their capabilities

Examples :-

For Management Personnel →

Management Trainee — Junior Executive — Assistant manager — Senior manager — Dept manager — Vice President — CEO.

* Career Development .



Continuous process of developing one's career within the same organisation OR in another.

It involves training on new skills, moving to higher job responsibilities and making career advances.

HR manager assist employees in career development.

I] Importance to the Employee

1. Career selection



TO Select right Career in organ

2. Career upgradation



TO upgrade career

Ex - Management trainee can rise even to the position of CEO in the organisation through proper planning.

3. Improvement in Morale



Boost morale. / Improve attitude of employee.

4. Improvement in Performance.



It facilitates right placement of the employees. / which improve per

5. Job satisfaction



Sharpen the skills → Higher Per
- Higher Rewards & Recognition -
Job satisfaction

6. Satisfaction of esteem needs -



Ego needs → Higher Level
with promoted to Higher Levels
in the organisation

7. Improves mental Health -



TO improve mental Health

Ex. counselling technique of development help to improve health

8. Reduces monotony and frustration



employee gets an opportunity for handling higher level jobs.

II. Importance to the Organisation

1. Reduction in Employee turnover



employers may be assured of higher positions as and when they fall vacant.

2. Motivated Employees -



Right careers in the Organisation

3. Higher efficiency -

Higher Return at the Lower cost

employees will make effort to improve Return and Reduce Costs.

4. Corporate image -

improve performance and productivity improves image of the firm in many in the mind of stakeholders

5. Competitive Advantage -

↓

Innovative ideas to develop a new and quality goods. at the right prices.

6. Reduction in Employees grievances -

↓

employees are fully aware of the company's policies & practices.

7. Facilitates Succession planning ↙

↓

a process of making arrangements to fill up key organisational positions including that of CEO.

8. Attracts and Retain Talented employees -

↓

Potential employees are more willing to join the organisation because of career advancement opportunities.

* Succession Planning

Meaning:- It is a process of deciding in advance to fill up key positions in the organisation that are likely to fall vacant in the near future.

Example:- If position of CEO is likely to fall vacant within next one year, the organisation may groom up potential successor to take over that position.

* Steps in Succession Planning

1. Identification of the positions :-
To identify key positions that are likely to fall vacant in the near future.

Ex:- position of CEO, President and vice president.

2. Identification of successors :-

TOP management needs to identify the potential successors for the key positions. The potential successors should have right qualities and qualifications to handle the key positions.

3. Grooming of successors :-

Training is given to potential successors.

* Need For Succession Planning

1. Grooming of Successors:-

It is needed to groom the Successors with the required Knowledge and Skills to deal with challenges of Key positions.

2. Attract and Retains Competent Employee :-

It helps to attract and Retain employee. It attract talented individuals to Join the organisation on account of Career opportunities that would be available to them in the near future.

Competent and dedicated employees may not leave the organisation because of the opportunity to get key positions.

3. Motivation to Potential Successors:-

It motivates the Successors to acquire new Knowledge and Skills to handle the challenges of Key positions.

4. Ensures Filling up of Key Positions:-

It ensures that the Key positions in the organisation are filled up without any delay as and when the positions fall vacant.

5. Support of Stakeholders:-

It is required to gain support of Stakeholders. The Stakeholders

Such as investors could trust a Company that plans for growth and expansion with the help of various strategies including Succession Strategy.

6. Corporate Image :-

It help to maintain and improve corporate image in the minds of stakeholders.

Due to succession planning, the key positions are held by competent employees, which improve the functioning and performance of the organisation.

7. Competitive Advantage :-

It gives competitive advantage to the firm. The organisation is in position to get competent managers whenever a need arise. Therefore, the organisation's growth plans move on the right track, which in turn gives competitive advantage to the organisation.

8. Career Upgradation :-

It provides an opportunity to the employees to upgrade their career with the organisation.

Succession planning provides the necessary grooming to the potential successors, which results in career upgradation.

Example :- Succession planning may enable a Junior Executive to rise to the TOP position such as position of the CEO.

* Mentoring

A Mentor is a Coach, guide or a teacher who teaches, guides and counsels the learner or mentee.

Mentoring is considered as Method of human resource development.

The Mentor is probably someone who had "been there, done that" before.

Mentor use a variety of approaches like Coaching, training, Discussion, counselling.

Example:- In college, the Principal act as a mentor to the teachers and teachers can act as mentor to students.

Mentoring is a process of guiding and coaching the mentee for improving individual, group and organisational effectiveness.

* Importance of Mentoring

Mentoring aids in qualitative decision-making on the part of mentee due to the assistance and advice given by the mentor.

1. Aids in Decision making :-

Mentoring facilitates better decision making in the organisation. The Mentee can discuss important aspects of decision-making with the mentor.

The Mentor may provide expertise to the mentee to take sound decisions. The sound decision-making may enable the organisation to achieve higher Productivity and Profitability.

2. Better Communication :-

Mentoring helps in better communication in the organisation.

The mentee can develop good communication skills under the guidance of mentor.

3. Competency :-

Mentoring may improve the competency of the mentee. The mentor acts as guide in assisting the mentee to improve thinking and Creativity. The mentee can discuss vital issues OR Problems with the mentor. The mentor can give good advice to the mentee based on his rich experience.

Therefore, the overall competencies of mentee can improve.

4. Discipline :-

Due to the active advice and support of the Mentor, the mentee may work with application and Dedication and it is contributed to his discipline.

5. Efficiency / Productivity :-

Mentoring improves efficiency in the organisation. Efficiency is the ratio of returns (output) to ~~in~~ Costs (inputs).

Mentoring facilitates qualitative decision-making which results in higher efficiency OR productivity in the organisation.

6. Facilitates Team work :-

Mentoring facilitates team work in the organisation. Conflicts and disputes can be easily resolved with the help of mentoring.

Better relationship in the organisation can be improved at all levels which lead to team work in the organisation.

7. Goodwill :-

Mentoring results in higher performance of the organisation. The improved performance leads to improved corporate image in the minds of all stakeholders.

8. Competitive Advantage -

Mentoring aids in better decisions making. The mentee can come up with innovative ideas due to support of mentor. Therefore, the organisation finds it easier to face competition in the market.

9. Career Planning and Development

Mentoring facilitates mentor to guide the mentee to select the right career and advises the mentee to develop the career within organisation.

10. Optimum use of Resources:

Mentoring leads to higher Productivity. Therefore, a firm can make optimum use of Resources. s. [Physical, capital and manpower Resources]

11. Organisational Objectives :-

Mentoring helps an Organisation to achieve its objectives such as :-

- Increase in market share
- Increased in Profit
- Improved Customer Satisfaction
- Brand Image
- Brand loyalty

[It is required in Family Problems,
↑ Career Problems, etc]

* Counseling -

John Newstrom and Keith Davis
in their book (Organisational

Behaviour) state "Counseling
is discussion with an employee
of a problem that usually has
emotional content in order to
help the employee cope with it
better."

Counseling helps to improve employee
mental health and well being.

* Functions of Counseling

1. Advice
2. Reassurance
3. Communication
4. Release of Emotional Tension
5. Clarified Thinking

* Benefits of Counseling

1. Improvement in employees Productivity and Performance
2. Enhances quality of decision-making
3. Innovation and Creativity on the part of employees.
4. Improves Superior-Subordinate Relationships.
5. Positive work Behaviour, therefore Reduction in Absenteeism and employee turnover.

* Techniques of Counselling :

Conflicts at work place, personal and family issues can affect on employees emotional state of mind. Superiors can use certain counselling techniques to solve the problem.

1. Directive Counselling :-

The counsellor directs the counselee to adopt certain solution to resolve the problem and helps the counselee to implement the solution(s).

Directive counselling involves :-

→ The counsellor ^{listen &} understand the problem or the situation.

→ The counsellor finds out the causes and effects of the problem.

→ The counsellor directs and motivates and comes up with a solution to the problem.

→ The counsellor may undertake follow-up of the implementation of solution by the counselee.

2. Non Directive counselling :-

This technique is more suitable in the case of complicated situation such as personal conflicts at work place, drug/alcohol addiction, harassment of colleagues.

* Non-directive counselling involves:-

- The counsellor listens to the problem
- The counsellor makes effort to understand the problem or the situation.
- The counsellor finds out the causes and effects of the problem.
- The counsellor assist the counsellee to arrive at a solution.
- The counsellor motivates the counsellee to implement the solution without any delay.

3. Participative Counselling :-

Under participative counselling, both counsellor and the counsellee are jointly responsible for solution of the problem.

It is also called as cooperative counselling. It integrates the idea of both the parties to resolve the problem.

4. Sub Techniques :-

The counsellor may use various sub-techniques to support the major three techniques.

a) Managing Resistances :-

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[Anything that gets in the way of resolving the problem]

- Resistances are counsellee's feelings, thoughts and communications that

frustrate, slow down the process.

b) Active listening :-

It involves not only hearing but as much as possible, accurately understanding their meaning.

→ Effective listening may help to clarify the problem and the counsellor may give the right advice to the counsellee to overcome the problem.

c. Relaxation Exercises :-

Counsellors can train the counsellee in muscular and mental relaxation skills.

d. Improving counsellees Perception -

e. Asking questions :-

↓
feeling, thinking, communication and actions.

f) Showing Interest and Attention :-
The counsellor needs to show keen interest and attention in resolving conflict.

- Be available
- Adopt a relaxed and good body posture
- Use appropriate gaze and eye contact
- Use appropriate facial expressions.