

Behavioral Training Module for Middle Management (Hindustan Petroleum Corporation Ltd.)



ISBN: 978-1-943295-08-1

Ujjwala Saluja
Anumita Agarwal
M.M.M University of Technology
(ujjwala.saluja08@gmail.com)
(anumitaagarwalgkp@gmail.com)

The significance of behavioral competency is increasing day by day in different sectors. This study is aimed to propose a behavioral training module for middle management at Hindustan Petroleum Corporation Ltd. The aim of behavioral training is to achieve a change in the behavior of the trainees. Oil and petroleum industry, being a booming industry, increased the demand for skilled workers and hence felt that behavioral training area is one through which it can enhance its standing in the eyes of the employees. Employees at the middle level need to have specific skills that enable them to face the demands of modern working life. Hindustan Petroleum Corporation Ltd. gradually realized that behavioral competence is highly important in order to realize and venture towards set goals. During the study the observation is made through questionnaires that behavioral training imparts the development of employees socially and economically which increases quality of service. Out of many competencies, few significant competencies were found to be important for the middle managers according to the current scenario. It was determined that these competencies designed in the form of a behavioral training will make an impact in the way employees behave, develop and integrate within the organization. The result suggested that time to time behavioral training should be provided to everyone to enhance their skills and get better career opportunities.

Keywords: Behavioral Training, Competency, Training module

1. Introduction

Behavioral Skills Training is a teaching package consisting of a combination of methods, when used together these methods create an effective technique for teaching individuals. Behavioral skills training enables employees to learn skills and practice them. Behavioral training is focused on the individual's performance as it teaches the employees to apply skill and acquired knowledge in all sort of situations. Behavioral Training covers an extensive area of development. It is a vital area of growth for all scales of organizations across different sectors. Designing a behavioral training module for middle management will definitely make an impact in the way employees behave, develop and integrate within the organization and work for its objectives and goals. Behavioral Skills training is defined as an effective training package that consists of instructions, modeling, rehearsal, and feedback". 1. The instruction component of BST can either be written or verbal. The purpose of this step is for the trainer to give the trainee an explanation of how to complete the skill or behavior to be taught. 2. In modeling, the skill is demonstrated. 3. Rehearsal is when the trainee is given the opportunity to practice the skill. 4. In feedback, the trainee has practiced the skill they are given feedback on correct completion of the skill or how to attain correct completion of the skill. Behavioral training is a behavior based method for teaching skills. The components of BST have been in used independently and the effective implementation of behavioral skills training came around 21st century.

Successful managers possess a high level of expertise in technical, human, and conceptual skills and each skill varies in importance according to the level at which the manager is located in the organization. Generally, technical skills become least important at the top level and middle level of the management hierarchy, replaced with a greater emphasis on conceptual skills. Technical skills are useful at lower levels of management because first-line managers are closer to the production process, where technical expertise is in greatest demand. Organizations across the globe have felt the need for behavioral training as it helps them to face the challenges and have successful employees.

2. Proposed Model

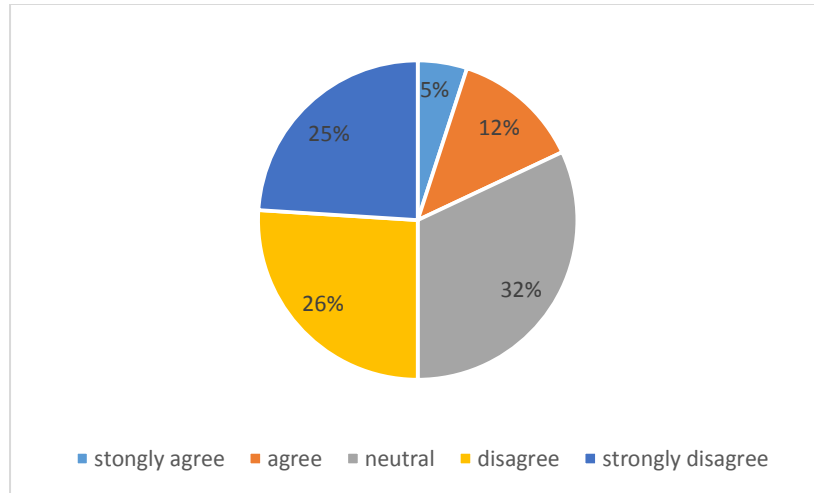
In this study we have used descriptive research design. The model is proposed based on the various parameters as survey, interview, interactions etc., and we propose the following module based on the analysis of data. The analysis was done through MS Excel for collecting the data convenience sampling used in the study.

3. Data Analysis

The below mentioned pie chart depicts the analysis of following points where each data represent the average calculation:-

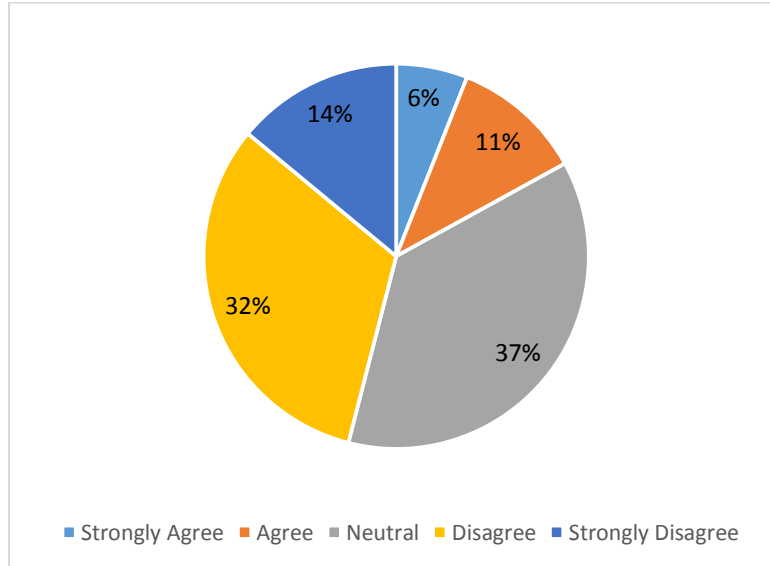
- I seek information to ensure awareness of changes or initiatives important to delivery of care or service

- I ask questions for clarification from the appropriate source
- I gather information to consider alternatives and possible consequences of decisions and actions
- I am decisive, and able to make sound decisions despite uncertainties and pressures



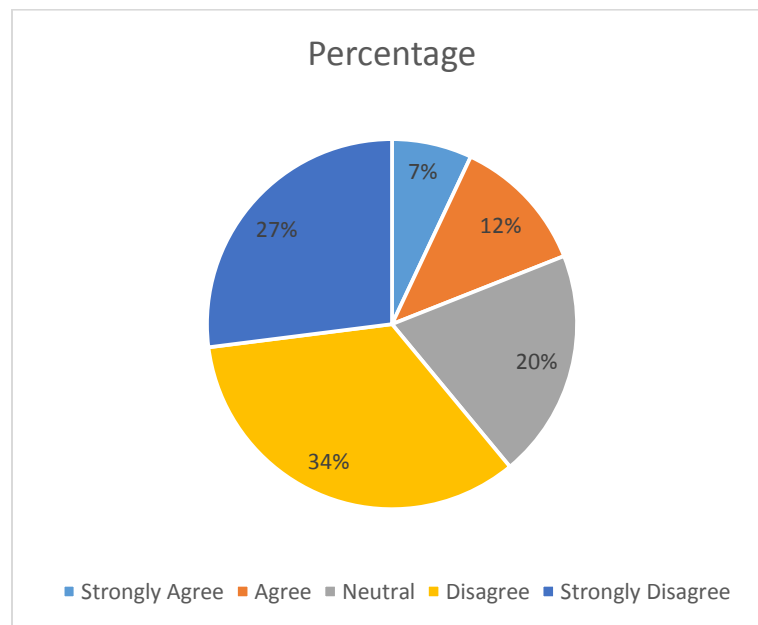
From the answers of the respondents it is evident that the employees are not open to new experiences and are not attentive. Similarly, the next four points defining a single parameter have been shown in the pie chart below with the help of average calculation.

- I constructively challenge the standard approach
- I am open to new ideas.
- I anticipate and take action to minimize risk or disruptions to care or service
- I use strategic diagnosis to formulate strategic plan options



From these answers it can be interpreted that employees lack in strategic thinking. Thirdly, the following four points are shown with the help of below denoted pie chart-

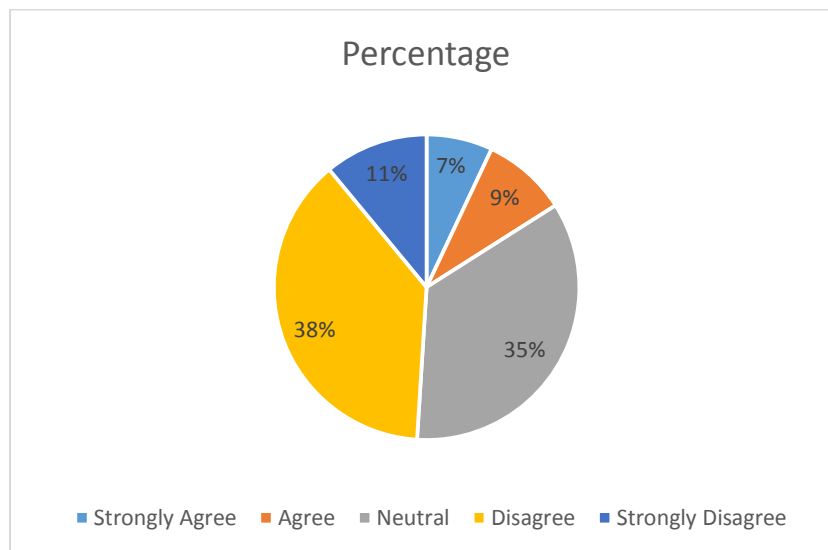
- I am open to candid feedback, new perspectives, continuous learning and self-development
- I see myself as shaping the organization's future
- I being at mid-level possess a deep sense of urgency about the challenge of sustaining success
- I work effectively under pressure and are able to balance multiple priorities.



After analyzing above responses it can be said that employees have lost their passion towards their work and motivation to achieve new goal.

Fourthly, the remaining four dimensions denoting one parameter has been defined below-

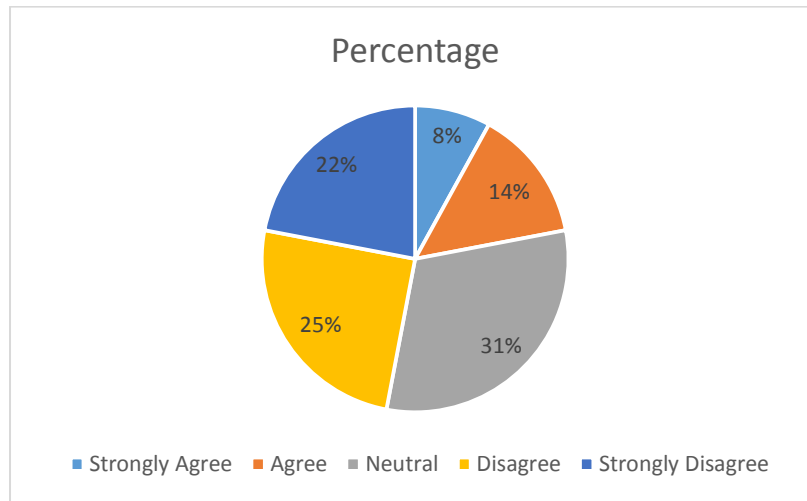
- I remain calm in crisis
- I am self-reflective; aware of the impact of my behavior on others
- I listen and responds to people’s concerns by altering own behavior in a helpful manner
- I understand why seniors are being difficult to me



After analyzing this section It can be said that the employees are not self-aware and lack in EMOTIONAL INTELLIGENCE in order to compete with dynamic business environment.

Lastly, the following statements have been analyzed with the help of pie chart-

- I help out my colleagues based on understanding other people’s needs and feelings
- My stress effect my ability to develop better neuroplasticity
- I see myself as shaping organization’s future
- I go to the source to achieve a resolution in a manner that can lead to mutually beneficial outcomes in case of conflict



Due to high work pressure the middle level managers need to learn how to cope up with stress and manage their behavior.

4. Analysis and Findings

After the analysis of the answers from the respondents the competencies that were needed by the employees of middle management came out to be:

- Mindfulness
- Grit
- Strategic thinking
- Emotional Intelligence
- Neuroplasticity

The Training Module

Method of Delivery: Interactive workshop



5. Conclusion

Organizations are understanding the importance of behavioral training and are putting more emphasis on behavioral trainings, as only technically strong people cannot run or make an organization successful. People with people’s skills are required to run an organization successfully. So this is the urgency for Organizations to understand the importance of the behavioral changes through trainings and make them suitable for the work environment. Organizations are realizing the importance of behavioral training that can be analyzed by these studies which reflect their point of view about the importance of behavioral training. There is a scope of future research in this field with empirical data to find out the need and importance of behavioral training.

6. References

1. Burnaska, R. F. (1976). The Effects of Behavior Modeling Training upon Manager’s behaviors and Employee’s perceptions. *Personnel Psychology*, 29(3), 329-335.

2. Neck, C. P., & Manz, C. C. (1996). Thought self-leadership: The impact of mental strategies training on employee cognition, behavior, and affect. *Journal of organizational behavior*, 445-467.
3. Noe, R. A. (1986). Trainees' attributes and attitudes: Neglected influences on training effectiveness. *Academy of management review*, 11(4), 736-749.
4. Alvarez, K., Salas, E., & Garofano, C. M. (2004). An integrated model of training evaluation and effectiveness. *Human resource development Review*, 3(4), 385-416.
5. Williams, S. (2001). Increasing employees' creativity by training their managers. *Industrial and Commercial training*, 33(2), 63-68.
6. Ennis, M. R. (2008). *Competency models: a review of the literature and the role of the employment and training administration (ETA)* (pp. 1-25). Office of Policy Development and Research, Employment and Training Administration, US Department of Labor.
7. Wright, P. M., & Snell, S. A. (1991). Toward an integrative view of strategic human resource management. *Human resource management review*, 1(3), 203-225.
8. Kaslow, N. J., Grus, C. L., Campbell, L. F., Fouad, N. A., Hatcher, R. L., & Rodolfa, E. R. (2009). Competency Assessment Toolkit for professional psychology. *Training and Education in Professional Psychology*, 3(4S), S27.
9. Academic Mindfulness Interest Group, M., & Academic Mindfulness Interest Group, M. (2006). Mindfulness-based psychotherapies: a review of conceptual foundations, empirical evidence and practical considerations. *Australian and New Zealand Journal of Psychiatry*, 40(4), 285-294.
10. Goleman, D. (1995). *Emotional Intelligence: Why It Can Matter More Than IQ*. London: Bloomsbury Publishing Plc.
11. <http://dictionary.reverso.net/english-definition/behavioral%20skills>