MANAGING RESISTANCE TO TRAINING: HRM PERSPECTIVE

Daggubati Vasanth Choudary
Asst. Professor and Soft-skills Trainer
Aurora Scientific, technological and research Academy
Hyderabad, India
Email: choudaryvasanth@gmail.com

ABSTRACT

Training is the process of acquiring skills needed for job; it is a set of activities which develop employable skills. Training helps even the trainer to measure the progress of the trainees. Many Trainers experience trouble from the trainees if the trainees are students. The intensity of resistance to training is higher in student trainees than On-job trainees. Training is planned to provide a forum for the development of skills and Quality. When they fostered and nurtured, competitive advantages in performance is untainted

Keywords: Resistance, trainer, skills, trainee, management, personality

INTRODUCTION

One of the requisite skills of trainer is resistance management skill. Even hostility is a form of resistance. To control the resistance, effective management skills are to be acquired by the trainers. Otherwise even the interested and productive partners can be disturbed by other resistant trainees. Every type of resistance must be managed in a soft and scientific way that does not create negative feelings.

Being aware of the personality types is not only the subject matter of organizational behavior but also soft-skills. Personality types in Training context:

Problematic trainee behaviors

1. **Aggressive:** These types of people violate other participants’ rights by criticizing or blaming. They strive to achieve some status at the expense of hurting others’ ego and feelings

2. **Blocking:** These types of people cite personal experiences, which are not related to the subject matter at all. They even go the extent of arguing excessively on certain point by rejecting others’ views.

3. **Hostile:** These types just mark the attendance and leave training without proper participation. It can also be forceful participation without concentration.

4. **Attending:** This type of personality crack jokes, cause obstruction by speak loud, make noise, and speak loud some extreme ideas in order to draw attention of other participants toward them.

5. **Sarcastic:** These types of people make fun at the training materials, comment or criticize the content, or training slides in way that makes participants laugh. Such people enjoy laughing at others expense.
6. **Quiet**: These people are not interested participants, and so they keep quite without being attentive. They do not put their own view points during discussion time.

7. **Sympathy seeking**: These people undervalue own ideas to gain others attention. They also induce other group members to be sympathetic to their problems and misfortunes.

8. **Know-it-all**: These types of people try to dominate by disturbing the training session, by interrupting others to indulge on being right and proving the point.

9. **Competitive spirit**: These types of people have competitive spirit, which empowers them to always try producing best ideas and winning the favor of other participants and trainer.

10. **Interrogative**: They always try to get the trainer views in order to elicit controversial statement from trainer, rather than expressing own views.

**Problematic circumstances during the training**

1. Some participants come late, as such miss introduction or some more of the topic, if such ones have interrogative personality, then they interrupt the trainer to insist on clear doubts, which were already been addressed at first instance in the beginning of the training session.

2. When trainer summarizes the discussion, then some group participants refuse to accept conclusion.

3. Some group is upset or discouraged with the outside events.

4. Participants start a side conversation

5. A critical, controversial and outspoken superior sit in on the training.

6. Participants start a side conversation

7. Participants is bad-mouthing their boss, and others are either shaking their heads in agreement or not saying anything.

8. Someone’s pet topic came up and the group has lost sight of the topic being discussed.

9. Two or more participants argue heatedly with one other

10. In a full day session, sometimes it is after lunch break, participants either get exhausted or fail to take active part in discussion.

**Prepare to handle resistance before the training**

1. Involve the participants by setting up a steering committee or working with the client representatives to help make decisions which affect the training, like code of conduct, objectives, the content hours, breaks time, food arrangements, the training venue, accommodation, lodging and other facilities. This is very significant in case of training programs of longer duration

2. Interview the participants in case of shorter training, they can assist trainer to develop allies, and present a good chance to discuss the upcoming training program and determine a trainees’ expectations.

3. Establishing these personal ties with the participants makes it less likely that they will “test” the trainer during the course

4. It is very important that resistance must be managed properly right from the beginning, otherwise resistance impacts negatively on both trainer and participants.

5. Trainer should also examine or study own pervious behavior in the capacity of trainer. Think back on past experiences and on the feedback received from evaluations and colleagues.
6. Every trainer must have the knowledge of possible resistant trainee behavior in order to manage skillfully.

**How to handle difficult participants**

1. Stop and bring the difficult participant into play: say words like, “I think one of our colleagues here has concerns about what we are doing. Would you like to share them with us all? “Sometimes people are only difficult when they feel their views are not being considered.

2. Remember aggressive behavior may indicate insecurities. When others react in a much open and aggressive way. Try carefully to find out what might be the cause of their behavior. They could be apprehensive about a new item or idea you are trying to introduce, or a new way of working. If possible, use a coffee break to try to probe the real cause of any problem.

3. Tackle the problem head on. Say something like, “would you like to share your problem with the group?” if you say than “I think that’s a silly idea!

4. Disagree only with the person if needed but not with a person’s views or ideas. Use words like “I don’t think this would work in practice”. Try to avoid showing partiality. It is human nature to gravitate towards some people more than to others. However, those who sense that you do not like them are likely to engage in open hostility. Work hard treating everyone equally.

5. Always try making calm the overzealous question asker. One participant who tries to dominate the conversation and asks an incessant series of questions can cause anger to others who feel their time is being wasted or that the discussion is going off at a tangent. Watch your audience carefully to pick the group or individual reactions. When necessary say something along the lines of “Thank you very much for all these interesting questions. However, we must press on now if we are to finish on time”

**Prepare to handle resistance during the training**

- If the trainee tries to create or project problem, then ask such trainee to define the problem, and once that is clear, explain all if the problem can be addressed during the training.

- Speak motivating words like “Every trainer needs support from all the group members”.

- If trainee does not stop resistant behavior, then trainer needs to inform the same one that other participants are unable to learn due to the disruptive behavior

- If many trainees misbehave or create problems in form of excessive interruption, then the trainer inform session that it not possible to conduct counseling session with disgruntled participants many times

- In extreme circumstances, the trainer must instruct problematic participant to leave.

- It is always better to have the participants establish norms about how they will work together during the course. So that in case of disruptive or resistant behavior floats, then such chronic tardiness, trainers can point to the norms or remind participants that they have agreed to abide by them for the duration of the course.

- During the training it always advisable to take group’s temperature from time to time. So that it trainer gets to know how the participants are feeling in general

**DATA ANALYSIS**

Behavioral Observation of students in Soft-skills training was recorded in Aurora Scientific, Technological and Research Academy.
CONCLUSION

Those who do not believe that training improves quality, develops professional skills, reduces supervision and resist change are the ones most resistant to training. Trainers face problems from the trainees mostly, when trainees have low moral standard and culture. The intensity of resistance to training is higher in student trainees than on-job trainees. One of the requisite skills of trainer is training resistance management skill. To control the resistance, effective management skills are to be acquired by the trainers.

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