

# The TRAINER

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## Message from the President - SLITAD



It gives me great pleasure to send this message to the Journal published on the occasion of the 20th Anniversary of Sri Lanka Institute of Training and Development (SLITAD).

SLITAD is the premier professional body for HRD professionals who are engaged in developing human resources to meet the future challenges of the country. The present membership of SLITAD is nearly 250 practicing professionals representing both Public and Private sectors.

Today the Global and domestic business environment is highly competitive and complex and it is very important to develop your employees to meet the challenges and survive in the current dynamic economic environment.

SLITAD journal is aimed to share knowledge and update the members with the latest developments in Human Resources Development. We would like to invite HRD Professionals and our members to contribute and share their knowledge and experience with the HRD fraternity..

I take this opportunity to thank members of the Journal Committee and the Administrative staff for their untiring efforts without which this would not have been a success.

**Dr. Padmasiri Ranawakaarachchi**

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## Vision

To be a centre of excellence in building competencies in order to countenance potential changes in people and organizations.

## Mission

To create, acquire and transfer knowledge and modifying the behavior of Human Resources by training and development, in order to reflect new knowledge and insights.



# Tribute to Our Founder

Sri Lanka Institute of Training and Development (SLITAD) was founded in 1998 by a group of HRD Professionals led by late Mr. Achilles Joseph, a former Deputy Inspector General of Police and Director Higher Training of Sri Lanka Police.

One time head of Police Higher Training institute, Mr. Joseph was a firm believer of human resource development. He founded the Sri Lanka Institute of Training and Development (SLITAD) which would serve as a lasting monument to his dedication to HRD in our country. He was an academic practitioner, consultant and trainer, all in one. He was a role model for the younger generation of HR professionals in the island.

He touched the lives of thousands of people in this country in his efforts of human resource development which he considered as the noblest profession. In the latter part of his life he devoted all his time and energy to take SLITAD to greater heights.



# Salient Aspects of Training and Development

The organizations are responsible for providing job oriented **Skill Enhancement Training** to its employees, for them to do their respective jobs more effectively. However, many employees lack primary skills and awareness on business concepts. Such knowledge deficiencies can be fulfilled only through **Cognitive Development**, which would enable employees to take on higher responsibilities, as they climb the corporate ladder.

A reputed international courier company operating in Sri Lanka once conducted a comprehensive course in Business Management for all junior and middle level executives to understand the impact of changes in the external environment on the courier industry, in the global context. Another large group of companies solicited the assistance as a socio-economist to address all their factory employees to enlighten them on the socio, economic and political realities of the country and managed to stop the formation of an unwarranted left-wing political trade union within the organization. A large beer manufacturer in Sri Lanka did the same, immediately after the neighboring factory of a multinational corporation was invaded by the same trade union and managed to pre-empt the possible adversity. Unfortunately, the emphasis of corporate training is either to inspire the employees or to inculcate team concept into

them and not for cognitive development.

The corporate mindset is such that training is perceived to be an expense and not an investment. When the corporate sector wants to reduce operational costs, the first budget which is slashed is the training and development budget. Even from an accounting perspective, training is recorded in the profit & loss account as an expense and not in the balance sheet as an investment. The prime reason being, quantifying the value of human capital which is an economic concept is not possible from a practical accounting perspective.

On the contrary, companies such as IBM where I worked for 13 years throughout the 1980s, used to invest vast sums of money on newly recruited employees to train them both locally and in overseas, prior to being deployed



to promote business. Providing the initial breakthrough to first job seekers was one of IBM's core principles. Further, the employees were never bound with contractual obligations to work for the company after being trained. Also, they continuously upgraded the knowledge and the skills, in line with the rapid advancement of technology for the reason that if the employees lack awareness on one generation of technology, it would be difficult to bridge such a knowledge gap, later. As a result, nobody left IBM in Sri Lanka to join the competitors, except for migration. Even those who left IBM Sri Lanka in the 1980s and migrated, a significant majority rejoined IBM operations in respective countries and the others who started working elsewhere became loyal customers of IBM.

A Customer Engineer responded to a breakdown call of a computer from a customer. After having listened to him carefully, the engineer opened the toolkit, took a hammer out, tapped three places on the machine and the machine started working again. The company sent an invoice for 500 dollars and the customer was furious. He requested for a detailed breakup of charges for the service provided, as only what the engineer did was taking a hammer out and tapping three places on the machine. The company sent a revised invoice. "Actual hammering is only 3 dollars, 1 dollar each for the three tapings. 497 dollars are charged for knowing where to hammer".

Also, it is noteworthy to mention that there is a remarkable difference between teaching and educating. Teaching basically accomplishes the task of creating awareness. Educating facilitates conviction. A trainer's prime responsibility is not to interpret a concept borrowed from somewhere but to educate the audience in a manner that it is understood.

In a Junior High School, the young girls in early teens who start wearing make-ups, made it a habit to kiss the mirrors in the toilet after applying lipstick and leave their lip impressions on the mirrors. The cleaning lady bitterly complained this matter to the school authorities, as scrubbing the lip impressions on the mirrors became an additional burden to her. The principal of the school warned the girls not to do that several times by telling them that they make the job miserable for the cleaning lady, but the girls never listened. One day the principal summoned all the girls to the toilet to show them as to how difficult it is to remove the lip impressions on the mirrors. After all the girls gathered, the principal called the cleaning lady to the toilet and asked her to show the girls how difficult it is to clean the lip impressions on the mirrors. The cleaning lady took a mopping brush and first cleaned all the toilet commodes with it and thereafter, she used the same mopping brush to wipe the lip impressions on the mirrors!

Creating a learning culture within the organization is of paramount importance in regard developing employees to take up higher organizational responsibilities. Cognitive training programs based on theories and concepts aimed at creating knowledge value will yield high and sustained returns both in the short term as well as in the long run, provided that such concepts are tactfully reduced in intensity and presented in an easy to digest manner, and not reproduced as they appear in textbooks.

Dr. AJITH COLONNE  
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# Common Training Methods



While new techniques are under continuous development, several common training methods have proven highly effective. Good continuous learning and development initiatives often feature a combination of several different methods that, blended together, produce one effective training program

## Orientations

Orientation training is vital in ensuring the success of new employees. Whether the training is conducted through an employee handbook, a lecture, or a one-on-one meet-

ing with a supervisor, newcomers should receive information on the company's history and strategic position, the key people in authority at the company, the structure of

their department and how it contributes to the mission of the company, and the company's employment policies, rules, and regulations.

## Lectures

A verbal method of presenting information, lectures are particularly useful in situations when the goal is to impart the same information to a large number of people at one time. Since they eliminate

the need for individual training, lectures are among the most cost-effective training methods. But the lecture method does have some drawbacks. Since lectures primarily involve one-way communication, they may

not provide the most interesting or effective training. In addition, it may be difficult for the trainer to gauge the level of understanding of the material within a large group.

## Case Study

The case method is a non-directed method of study whereby students are provided with practical case reports to analyze. The case report includes a thorough description of a simulated or real-life situation. By analyzing the problems presented in the case report and developing possible

solutions, students can be encouraged to think independently as opposed to relying upon the direction of an instructor. Independent case analysis can be supplemented with open discussion with a group. The main benefit of the case method is its use of real-life situations. The multiplicity of

problems and possible solutions provide the student with a practical learning experience rather than a collection of abstract knowledge and theories that may be difficult to apply to practical situations.

## Role Playing

In role playing, students assume a role outside of themselves and play out that role within a group. A facilitator creates a scenario that is to be acted out by the participants under the guidance of the facilitator.

While the situation might be contrived, the interpersonal relations are genuine. Furthermore, participants receive immediate feedback from the facilitator and the scenario itself, allowing better understanding of their

own behavior. This training method is cost effective and is often applied to marketing and management training.

Games and simulations are structured competitions and operational models that emulate real-life scenarios. The benefits of

games and simulations include the improvement of problem-solving and decision-making skills, a greater understanding of the

organizational whole, the ability to study actual problems, and the power to capture the student's interest.

## Computer-Based Training

Computer-based training (CBT) involves the use of computers and computer-based instructional materials as the primary medium of instruction. Computer-based training programs are designed to structure and present instructional materials and to facilitate the learning process for the student. A main benefit of CBT is that it allows employees to learn at their own pace, during convenient times. Primary uses of CBT include instruction in computer hardware, software, and operational equipment. The last is of particular importance because CBT can provide the student

with a simulated experience of operating a particular piece of equipment or machinery while eliminating the risk of damage to costly equipment by a trainee or even a novice user. At the same time, the actual equipment's operational use is maximized because it need not be utilized as a training tool. The use of computer-based training enables a small business to reduce training costs while improving the effectiveness of the training. Costs are reduced through a reduction in travel, training time, downtime for operational hardware, equipment damage, and instructors. Effectiveness

is improved through standardization and individualization.

Web-based training (WBT) is an increasingly popular form of CBT. The greatly expanding number of organizations with Internet access through high-speed connections has made this form of CBT possible. By providing the training material on a Web page that is accessible through any Internet browser, CBT is within reach of any company with access to the Web. The terms "online courses" and "web-based instruction" are sometimes used interchangeably with WBT.

## Self-Instruction

Self-instruction describes a training method in which the students assume primary responsibility for their own learning. Unlike instructor- or facilitator-led instruction, students retain a greater degree of control regarding topics, the sequence of

learning, and the pace of learning. Depending on the structure of the instructional materials, students can achieve a higher degree of customized learning. Forms of self-instruction include programmed learning, individualized instruction, personalized

systems of instruction, learner-controlled instruction, and correspondence study. Benefits include a strong support system, immediate feedback, and systematization.

## Audiovisual Training

Audiovisual training methods include television, films, and videotapes. Like case studies, role playing, and simulations, they can be used to expose employees to "real

world" situations in a time- and cost-effective manner. The main drawback of audiovisual training methods is that they cannot be customized for a particular audience,

and they do not allow participants to ask questions or interact during the presentation of material.

## Team-Building Exercises

Team building is the active creation and maintenance of effective work groups with similar goals and objectives. Not to be confused with the informal, ad-hoc formation and use of teams in the workplace, team building is a formal process of building work teams and formulating their objectives and goals, usually facilitated by a third-party consultant. Team building is commonly

initiated to combat poor group dynamics, labor-management relations, quality, or productivity. By recognizing the problems and difficulties associated with the creation and development of work teams, team building provides a structured, guided process whose benefits include a greater ability to manage complex projects and processes, flexibility to respond to changing situations, and

greater motivation among team members. Team building may include a broad range of different training methods, from outdoor immersion exercises to brainstorming sessions. The main drawback to formal team building is the cost of using outside experts and taking a group of people away from their work during the training program.

## Apprenticeships and Internships

Apprenticeships are a form of on-the-job training in which the trainee works with a more experienced employee for a period of time, learning a group of related skills

that will eventually qualify the trainee to perform a new job or function. Apprenticeships are often used in production-oriented positions. Internships are a form of appren-

ticeship that combines on-the-job training under a more experienced employee with classroom learning.

## Job Rotation

Another type of experience-based training is job rotation, in which employees move through a series of jobs in order to

gain a broad understanding of the requirements of each. Job rotation may be particularly useful in small businesses, which

may feature less role specialization than is typically seen in larger organizations.

**BATCH NO. 22****(A TRAINING COURSE APPROVED BY TERTIARY AND VOCATIONAL EDUCATION COMMISSION)****“PATHWAY TO BECOME AN EFFECTIVE TALENT DEVELOPMENT PROFESSIONAL”****OBJECTIVES**

- Develop skills in identifying managerial problems, especially involving Human Resource Interventions
- Become an agent of organizational and behavioral change and act as a catalyst to implement changes
- Design, develop, deliver and evaluate specific HRD interventions
- Achieve the required level of competencies of a Human Resource Development Manager/Trainer and upgrade oneself through continuous professional development.

**FOR WHOM**

- Those who possess a degree from a recognized University or equivalent qualification, *OR*
- Five experience in Training or HR (in the field of marketing, sales, education, IT etc), *OR*
- Commissioned Officers of Army, Navy, Air Force and Gazetted Officers of Police, *OR*
- Those who function as Training & HR Managers and HRD Managers in Organizations, *OR*
- Holders of Certificates in Training & Development of SLITAD or equivalent

**COURSE CONTENTS (14 Modules)**

Understanding an Organization  
Assessment of Training needs/competency gaps  
Defining Training & Human Talent Development  
Competency based Training  
Talent Management and Development  
Management education and development  
Communication Skills

Learning methods, styles and E-learning  
Designing & developing training solutions  
Performance Management  
Role of the Training Function  
Training for results  
Psychology for Trainers  
Academic writing and Project Reports

**COURSE DETAILS****Medium:** English/Sinhala**Commencement:** May 2019**Your Investment:** Rs. 75,000/- (all inclusive).01<sup>st</sup> Installment Rs. 15,000/- Balance in six installments**Duration:** 1 Year (Alternate Sundays)**Venue:** SLITAD Auditorium**Contact for registration****SRI LANKA INSTITUTE OF TRAINING & DEVELOPMENT****No. 4 -1/1, Narahenpita Road, Nawala****Phone:** 072 7959413 / 011-2807170/ 011-4019868 **Email:** [slitad@slt.net.lk](mailto:slitad@slt.net.lk) **Web:** [www.slitad.org.lk](http://www.slitad.org.lk)



# SLITAD

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## SLITAD News & Events



### SLITAD Moves to a New Location

Sri Lanka Institute of Training and Development has opened its new Office at No. 4-1/1, Narahenpita Road, Nawala which can be approached easily as it

is located at Nawala Junction. It has more space for Studies and consists of air-conditioned Auditorium, Office, Library and Parking facilities.

### SLITAD Corporate Social Responsibility

Sri Lanka Institute of Training And Development believes that education is the foundation stone of an enlightened and civilized society. As a higher education institute, SLITAD always seek to brighten the future of next generations since we strongly believe in the power of education.

Sri Lanka Institute of Training and Development successfully carried out another venture as a CSR Project on 24th February 2019 aiming to facilitate the Dhamma school students for Leadership and Personality Skills Development Programme at Sri Pangnananda Dhamma School in Raddoluwa.

The Workshop included activities based on individual and group growth self-realization, Team building and art of public speaking communication skills. With an immense support from the SLITAD Hon. Secretary Mr. Ajith Rohana Colonne, Ms. Udari Withanage, Career Advisor, Career Guidance Unit, University of Colombo and also Ms. Chandima Jayakodi & Ms. Chulani Seneviratne. The Program was coordinated by Administrative Secretary Mr. Upali de Silva & Mr. Sandun Wickrama Arachchi.



The Article Written by  
Sandun Wickrama Arachchi

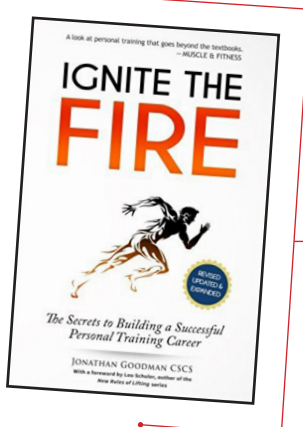
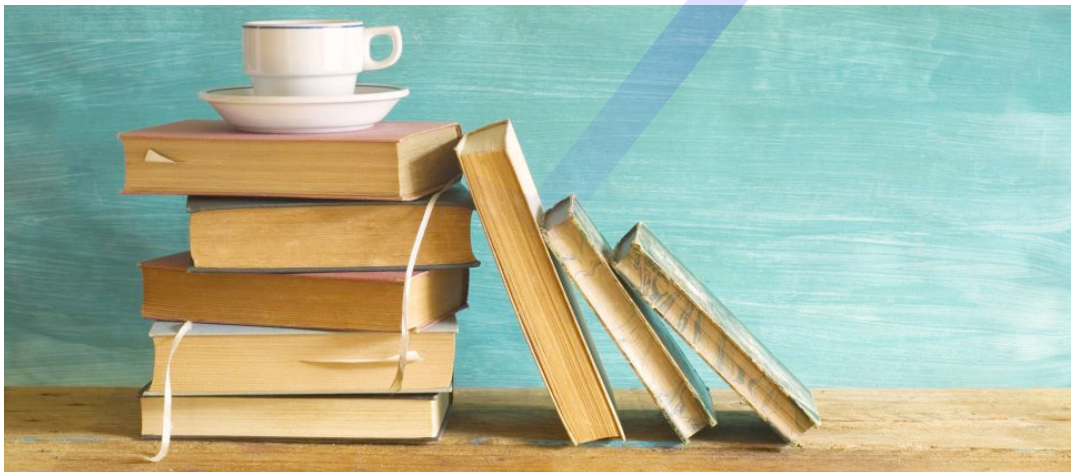
# Top Books for Personal Trainers



As well as knowing the ins and outs of being a good personal trainer for your clients, you also need business and marketing skills, basic psychology skills and an outlook for achieving success.

Reading some key books can help you to learn what you need to make it as a personal trainer, bring in clients, create a profitable fitness business and keep clients coming back. Below I've listed my top books for personal trainers from the following 5 categories:

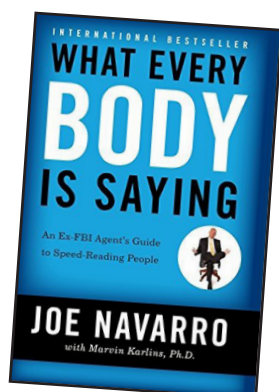
- Personal Training
  - Body Language
  - Business and Life
  - Marketing
  - Mindset
- Let's get straight to it!



## Personal Training - Ignite the Fire by Jon Goodman

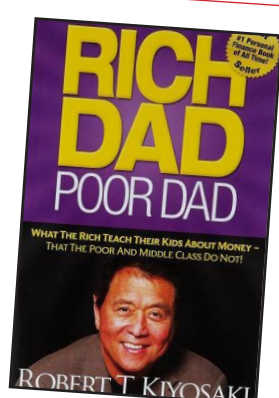
Subtitled 'The Secrets to Building a Successful Personal Training Career', this book by Jon Goodman tells you everything you need to know to make it in the competitive world of personal training. Personal trainers need to know about not just how to stay fit and help others work out, but they also need to understand nutrition, sports psychology, sales, rehabilitation, and much more. This book guides you through how to get the job you want and the clients you want. It helps you to create workouts for all skill and fitness levels, make a passive income, and grow your career and business.





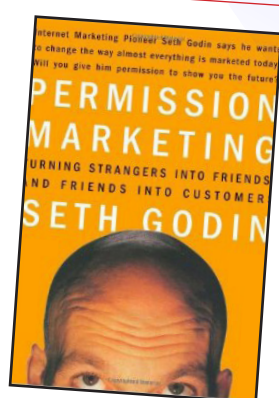
## Body Language - What Every BODY Is Saying by Joe Navarro

Being able to read body language is a valuable skill for any business person, especially personal trainers. Joe Navarro is an ex-FBI agent, with years of experience in reading how people broadcast their thoughts and feelings with their body language. Understanding how to read body language can make you a better salesperson and help you deal with customers, whether you're picking up on a lie about whether they followed your diet plan or dealing with someone being difficult. Navarro not only teaches you how to read other people's body language but also how to use your own to gain trust and communicate authority.



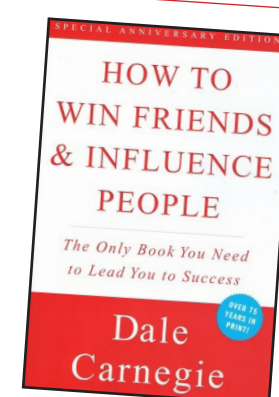
## Business and Life - Rich Dad, Poor Dad by Robert Kiyosaki

The world of business often relates to life in general, and one of the biggest issues to pay attention to in both areas is finance. Rich Dad, Poor Dad is one of the top personal finance books of all time and could help to make you better with money. It examines what the author says rich people teach their kids about money, which poor and middle-class parents fail to teach. Being financially literate is one of the key things you need if you want to be able to manage your business assets, grow beyond being a personal trainer (eventually) and be a better business person.



## Marketing - Permission Marketing by Seth Godin

Personal trainers need to be good marketers too so that they can spread the word about their business, attract clients, and sell their services. However, traditionally advertising is often seen as something intrusive, that people find very annoying. Seth Godin says that since people no longer accept this kind of intrusive marketing, what businesses need to use is "Permission Marketing". This uses incentives to get people to engage with advertising willingly and on their own terms to create a more positive experience. This book will teach you how to reach out to the people who are interested in your product. You can focus on building trust and customer relationships, as well as building brand awareness, to increase your chance of making sales.



## Mindset - How to Win Friends and Influence People by Dale Carnegie

Dale Carnegie's best-selling self-help book isn't just for people who are feeling lost. The book has a strong focus on how to associate with people and influence them without making them feel manipulated. This is a vital skill if you want to be a good business person and one that you can combine with your knowledge of body language from Joe Navarro's book. How to Win Friends and Influence People was published in 1930 but has continued to sell well since it was first released. As one of the first best-selling self-help books, it is still very relevant to people today. The book will teach you how to convince people of your point of view without offending them, how to build people up, and how to befriend just about anyone.

Being a good personal trainer is about much more than just knowing how to work out and instruct others in their workouts. Improving your business and communication skills can help you immensely.





# SLITAD

## STUDY PROGRAMMES

- \* National Diploma in Training & Human Talent Development
- \* Certificate Course in Training & Human Talent Development
- \* Neuro Linguistic Programming (NLP)-Certificate Programme
- \* Slitad - Certified Trainer Programme-02 months
- \* Training of Trainers-02 day Programme
- \* Career Guidance
- \* Counseling Facilitation
- \* Presentation Skills