



PHOTO: SUDHAKAR JAIN

CO-TRAINING WORKS WELL

MONISHA TAMBAY, VICE PRESIDENT & GLOBAL HEAD OF HUMAN RESOURCES, SUBEX LTD.

to people across the world. But when Ms. Monisha joined the organisation in August 2009, she realised that some crucial information was missing.

A “bandage approach” was thus adopted, where they decided to take a holistic rather than an ad-hoc view. Subex had the option of using the existing softwares available in the market, but they chose to form a cross-functional team towards building a new learning management system. The result was a world-class structure aimed to suit Subex’s requirements.

Every Subexian undergoes training in five buckets: product; domain; technology; processes; and behavioural training. Earlier, the focus was on developing the framework, now it is on building the content behind the framework.

The organisation uses classroom trainers to develop content and conduct the trainings. Co-training, where an external consultant and internal trainer come together to create a programme for Subex. The responsibility for attending these trainings lies with the Subexians, and such self-development is every employee’s KRA.

Subex follows Dr. Donald Kirkpatrick’s Evaluation Model, which comprises four levels. The first level consists of smiley sheets where a person is asked questions regarding their views on training. Second level tests whether there is an increase in knowledge capability of the employee. At the third level, which takes place after three months, the manager assesses whether or not the employee has been able to implement what s/he learnt during training. *Enfin*, observations are made to see whether

there has been an increase in the revenue or reduction in the costs, which is usually the most difficult to measure.

Ms. Monisha points out, “Presently, only 20 to 25 per cent of training is done through online modules, thus, Subex is trying to develop content that can reach our people in different countries.”

She feels that the future of training lies in blended learning modules. Today, in India the entire learning and development industry is fragmented, hence, there are

not many players that have a comprehensive sweep across different areas to offer. Concluding, she reminds us that learning needs to be more experimental. **thf**

Jisla Xavier & Sushmita Yadav

Describing Subex as a software products company having an entrepreneurial setup, Ms. Monisha Tambay affirms that “here, learning is an enabler to make sure that Subexians achieve their goals.”

Till 2007, Subex had acquired seven different companies or parts of firms, therefore, the learning and development interventions were focused on the integration aspect as opposed to development.

Once people got integrated, they realised that Subexians had spread all over the world and the need for affordable learning was identified. Thus, in 2009 the concept of *Subexian Academy* came into being. The idea was to focus on internal training programmes and make the presentations available

TRAINING TRENDS

- Provide learning at an affordable cost.
- Training depends on the content and quantum, not time.
- Learning needs to be more experimental.