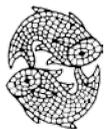


Winning Hearts,
Touching Minds

7 STEPS
TO DESIGN & DELIVER
TRAINING PROGRAMS
THAT GET RESULTS

Lynda O. Lepcha



MOSAIC BOOKS

This book is dedicated to

Pamela Ongel

my mother, who inspired and gave me the courage to take on
challenges and stand for what I believe in.

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Foreword

I have known Lynda Lepcha on and off for twenty-five years now. It has been a pleasure and an honour to watch how she has blossomed as a trainer par excellence. Those of us who have been associated directly or indirectly with corporate/organizational training have been aware for some years, that putting together the training material and the training syllabus is easy. The formidable challenge lies in finding trainers who are engaged, convincing, inspiring and charismatic. Lynda has tried to address this challenge of 'How to Train the Trainer' in her book *Winning Hearts, Touching Minds*. I would call it a simple, lucid, easy-to-follow and yet very demanding Trainer's Self-Help Manual.

Rather than focusing on presentations, graphs and mechanical techniques, Lynda reverts to the oldest form of communication known to human beings: story-telling. This is not only a time-tested technique, but it simultaneously engages the trainer and those who are being trained. Quite simply put, if there is no story, then it is unlikely that the trainees will imbibe and almost certain that they will remember little once the training session ends. On the other hand, stories become the enduring legacy of a stimulating training session which stay with participants long after the temporary euphoria of a successful training session is forgotten. The human being responds best to an intelligent and sensitive combination of theories and facts (the Mind Factor) and the telling of tales (the Heart Factor).

Lynda's book is designed to be a practical primer for the engaged trainer. Each chapter has suggestions and action plans: Exercises, Role Play Options, Discussion Items, Recap Strategies--all of which are so essential for the success of a good training effort. The recurring questions of how to find trainers and how to train trainers is answered. Those who read this book and internalize even some if not all the lessons and techniques will by a process of self-selection equip themselves with what it takes to become a trainer almost as successful as Lynda.

Education is now widely understood as not ending with college or university. Professional education and personal growth are ongoing processes throughout our lives and careers. Lynda's book is going to make a huge difference to all of us who have been grappling with the problems, challenges and opportunities in this field. I endorse and recommend this book with great enthusiasm and emphasis.

As an aside, I am really pleased with Lynda's encomium to a person who was one of her early mentors: Joe Mascarenhas. It is for me personally, a very fulfilling emotion to be aware of the professional growth and achievements of former colleagues, who somehow remain family members after so many years.

Jaiithirth (Jerry) Rao

Founder and Chairman,
Value and Budget Housing Corporation
Founder and Director,
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Trustee, Sujaya Foundation

The HeartMind Technique

Winning Hearts

Oh, East is East, and West is West,
and never the twain shall meet,
Till Earth and Sky stand presently at
God's great Judgment Seat;
But there is neither East nor West,
Border, nor Breed, nor Birth,
When two strong men stand face to face,
Tho' they come from the ends of the
earth!

– Rudyard Kipling, “The Ballad
of East and West”

A shepherd was tending his flock in a field when a sports car screeched to a stop on the road nearby. The driver, a young man in expensive designer clothes, leaned out of the window and shouted over to the shepherd, “If I tell you exactly how many sheep you have here, can I take one?”

The shepherd looked slowly up at the young man and calmly answered, “Sure, why not?”

The young man stepped out of his car holding a mobile phone, with which he proceeded to connect to a series of websites. He said, “You have exactly 15 sheep, including three rams, and seven lambs.”

“That’s right,” said the shepherd, mildly impressed. “Well, I guess that means you get to take one of my sheep.”

The young man made his choice and loaded the animal onto the back seat of his car, at which the shepherd said, almost as an afterthought, “Hey there, if I can tell you what your business is, will you give me back my animal?”

The young man, feeling confident, agreed. “You’re a management trainer,”

said the shepherd. “Wow, that’s right,” said the young man, taken aback, “How did you guess that?”

“No guessing required,” answered the shepherd, “You took a fee for giving me an answer that I already know, to a question I never asked, and you know nothing about my business. Now give me back my dog!”

Does this story resonate with you?

How many management programs have you attended and come away thinking “I have learnt nothing new” or “they don’t know my business to make it relevant for me”?

How often do you meet trainers who look smart, speak well and have access to the right tools, yet are not able to teach what they set out to do?

In order to get results here are three qualities that will help you become a holistic trainer:

1. Relating to people positively;
2. Good delivery skills;
3. Competency to deliver material that is relevant for your trainees.

Good delivery skills and competency to deliver relevant material is a question of knowledge. With the right inputs and practice you could pass as an effective trainer. However, mastering the art of relating with people against all odds is what is challenging for a trainer.

Let me share with you a personal story. I had just started my career with Citibank in 1989 and this is what I call a test by fire.

There was a program called *Service Excellence* for all employees of the bank, starting from the Vice President to the bank clerk. Having gone through the Service Excellence Program as a participant, Joe (the then HR Director and my boss) called me to the office and said, “Well, Lepcha, now that you know what this program is all about, you take this group of people to Lonavala (a hill station near Mumbai) and train them in customer service.” Then he added as an afterthought, “Another thing, just be careful because they all belong to the bank union so take care of the sensitivities.”

Joe was a wonderful man and taught me how to win hearts of all classes of people. I remember him treating a peon from another office like he would a Vice President; his demeanour was the same, friendly and courteous.

Given that I was in my early twenties and less than a year in the bank, I thought Joe had a lot of faith in me. However, in hindsight, perhaps I was chosen because no other trainer wanted to conduct this program for this particular group of people. Joe had forgotten to mention that most of this “group of people” were the Quarter Century Club members of the Bank (they had been with the bank for 25 years!) and the “sensitivities” were that they were a militant union who had opposed training in the past and this was a deal they had cut with management to improve the service levels in the frontline.

This was my first training assignment and it seemed doomed to fail. How could I train a group of people who were veterans in the bank, in a course they did not believe in? In my mind, I felt like a lamb to the slaughter; the only difference being that, unlike the lamb, I would have to live through and suffer it.

So we took a train together to Lonavala. When we reached the station

the porters came and took our bags. My bag was picked up by an old man; and as soon as he did that, other licensed porters with badges came up to him and asked him to put the bag down as he did not have a porter’s license. A violent argument ensued and suddenly I was in the midst of this, fighting for the old man. Unlike the porters, I used the voice of reason and compassion – compassion for the old man who needed to earn a living even though he did not have the government badge. My argument won and the old man was allowed to give me his services.

On seeing this, one of the participants came up to me and said, “*Lynda, I was sceptical about the kind of trainer you would be but seeing you stand up for the old man, I see you differently.*” I had won the respect of the group and from then on it was easy.

In the program, I facilitated by inviting the veterans to share real examples of their service excellence and people with specific banking knowledge taught the class in turn. I was humbled by the years of experience in the room; they had transformed from militant deadwood to mentors with insight and wisdom.

After two wonderful days of fun and learning, we came down the hill like Moses with the Ten Commandments. I remember the remark Joe made to me: “What did you DO up there?” Of course, I did not tell him the story of the porter, as I thought it was serendipity that had helped me do what I did.

This story is not about my act of compassion but a simple example of how you can win hearts in different ways. In this case, it was demonstrating my intrinsic values, but you could do it in other ways such as listening to people or supporting the underdog. Whatever you do, winning hearts is easy if you can:

1. Be genuine; be who you are.
2. Shed your inhibitions and open your heart to people.
3. Get to know people by showing real interest; you will find that this world has a lot of interesting stories to tell and from which you can learn.
4. Have the courage to accept others different from yourself and listen to their perspective.
5. Be mindful by practicing empathy and compassion consciously.

In the following chapter, we will discuss how you as a trainer can win hearts using the HeartMind Technique.

HEARTMIND TECHNIQUE

The HeartMind technique was developed over nearly two decades during my experience of being a management trainer. Over the years I liked the western style of training, which I found structured and process-oriented while, in contrast, I also sought for the eastern ways of spontaneity and insight. These two approaches were as dissimilar as western classical music and the Indian raga (Indian musical composition).

As I grew up, I was a great fan of Indian comics like Amar Chitra Katha and the Jataka tales. Each of these stories had a moral for us to draw from in terms of our cultural values. During my search for spirituality (I took the vows of a Buddhist nun briefly when I was 29 years old), I also observed the styles of Indian and Tibetan gurus; how they engaged the audience with their humor, stories of sadness and triumph; how they were able to engage people's hearts.

In 1989, I trained to be a trainer in the western methods. Most training programs were simple and followed

a structure so that every delivery was the same, like a McDonald burger is all over the world. I saw the benefits of this method; if the program had a good design, it ensured a high probability of success each time it was delivered. This was because most people liked structure and it was easy to understand. In 1996, when we were in Dubai running a program for Citibank, a Manager remarked, "Your program content was good, however, you need to learn from the Westerners. If they have been told to put a rubber ring around a pencil and teach a class, they will do it – because it is process."

Both the above styles had their strengths and I wanted to capture these in a technique which would be both engaging to the heart as well as to the mind. Some of the questions I started to think about were:

- How could I marry the Eastern style of spontaneity and intuition to the Western style of structure and process?
- How could I make it interesting yet related to business?
- What do I need to do to engage hearts for topics which are dull and dry?

In attempting to answer all these questions, the "HeartMind" technique was born.

The HeartMind technique has a dual use; you can use this approach while conducting a training session or you can use it while making business presentations.

There are six steps to the HeartMind technique and the final seventh step makes it a complete system that will allow for tracking progress and follow through.