[Developing, Leading and Engaging People」

Lecture Title:

6. [Developing People – Roles of a Trainer]

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Date: 14th July 2025 13.00hrs-17.00hrs

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Learning Objectives

Following this session students will be able to:

- *Appreciate and understand the various roles of a Trainer/People Developer and the context in which they are ideal: Instructor; Facilitator; Administrator; Coach and Leader.*

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Learning Method

- **Lecture focused on learning objectives and core content** as a key instructional process.

- **Formative assessment through participative learning tools and activities** will be utilised evaluating students' comprehension and academic progress throughout - with respect to understanding and applying HRM concepts.

The Role of the Trainer

A catalyst

For employee and organizational change

- The role of the trainer is multifaceted and crucial in facilitating learning and development.

- Here are some academic references that highlight various aspects of this role:

Andragogy

- Malcolm Knowles (2011):

- While not explicitly about the "trainer," Knowles's work on andragogy (the art and science of adult learning) profoundly impacts the trainer's role. He emphasizes that adult learners are self-directed, experience-based, goal-oriented, relevant, and practical.

- Therefore, a trainer in an adult learning context acts less as a lecturer and more as a facilitator, guide, and resource.

- Key concept: The trainer's role shifts from content delivery to creating an environment where learners can discover and construct their own knowledge, aligning with their intrinsic motivation and prior experiences.

Experiential Learning

- Kolb's (1984). Experiential Learning Cycle:

- David Kolb's model of experiential learning (concrete experience, reflective observation, abstract conceptualization, active experimentation) highlights the trainer's role in guiding learners through this cycle.

- The trainer designs activities, encourages reflection, helps learners connect experiences to concepts, and facilitates application.

- Key concept: The trainer creates opportunities for active learning, moving beyond passive reception of information to hands-on engagement and critical thinking.

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Social Learning

- Bandura's (1977) Social Learning Theory:

- Albert Bandura's theory emphasizes the importance of observation, modeling, and vicarious learning. In this context, the trainer serves as a role model, demonstrates desired behaviors, and creates opportunities for learners to observe and practice.

- Key concept: The trainer is not just an instructor but a living example and a facilitator of observational learning, helping individuals build self-efficacy.

The Five Roles

- **Instructor**
- To instruct on knowledge, skills and understanding
- **Coach**
- To accelerate the application of skill and knowledge
- **Facilitator**
- To modify behaviour and attitudes
- **Administrator**
- To manage the training
- **Consultant**
- To link training with the business

Trainer's Task

...is to facilitate and foster
        conditions of learning

Instructor

- A training presentation provides learners with specific information which is task or job related.

Role of Presenter
- Set objective
- Prepare
- Plan
- Practice
- Present
- Review

Instructor's Challenge

- Objective

Decide what trainees should learn in terms of:

- **Knowledge...(**facts, procedures, info.)
- **Skills** ...(mental, physical, social)
- **Understanding**... (awareness, attitudes)

Instruction: Key Points

- Credibility: Knowledge and Experience
- Planning : purpose, audience, subject matter
- Preparation and Content
- Timing and Duration
- Layout
- Structure of Talk: Intro; Body;Summary
- Delivery Technique: interest; enthusiasm; energy
- Visual Aids
- Eye Contact and Body Language
- Participation and Feedback
- Overcoming Nerves
- Effect of Talk

Coach

- Management Process...to provide continuous support and guidance
- Achievement...to get the best out of staff
- Excellence...to achieve high standards
- Practice...gives opportunity to test / review skills
- Growth...individual / organization
- 'Help desk'...immediate help to learner
- 'Theory' into 'practice'

Coaching in Action

- https://www.youtube.com/watch?v=6f3X2PEsV-Q

Facilitator

- Used in types of training when 'modification in behaviour' desired is not actually certainty or preciseness

but rather the focus is on...the process to achieve outcome in the areas of attitude with behaviour

https://www.youtube.com/watch?v=kFKzy7Gaz74

The Administrator

Training Needs Analysis

Programme Design

Trainer Selection

Methods/Media selection

Training Room Layout

Programme Running

Validation/Evaluation

Managing the Training Team

Relations with participants and management

The Consultant

Role of Trainer in areas of:

- Training Needs
- Problem Solving
- Advising
- Innovating

Linking the training and development of people to the business needs

Trainers need to adopt a role of 'strategic facilitators' through adopting:

Strategic awareness

- The capability to translate the organisation's business strategy into training terms, and positioning the training function so that access to strategic information is obtained.

Diagnostic capacity

- The ability to offer unique technical expertise in methods of skill enhancement.

Influencing skills

- The ability to exert an influence within the organisation to manage the training culture.

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Application in Practice

- 🏨 CASE STUDY: Aurora Grand Hotel – Developing a Multi-Role Trainer

- Background:
  Aurora Grand Hotel is preparing to launch a new luxury wing. To ensure staff are fully prepared, the Learning & Development (L&D) department appoints Sarah, a Senior Trainer, to lead the onboarding and training of 30 new employees across departments. Sarah must not only deliver technical and service training but also guide new staff through cultural integration, systems use, and team building.

- To succeed, Sarah must adopt multiple roles: Instructor, Facilitator, Administrator, Coach, and Leader.

Formative Assessment

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Questions

Q1: What is the role of an Instructor and when is it ideal in the case of Aurora Grand Hotel?

Q2: How does the Facilitator role differ from the Instructor, and where does Sarah apply this role?

Q3: Why is the Administrator role important for a Trainer and how does Sarah fulfill this role?

Q4: Describe the Coaching role and give an example of how Sarah uses it at the hotel.

Q5: How does Sarah demonstrate leadership in her role as a Trainer/People Developer?

1. Instructor Role

- Q1: What is the role of an Instructor and when is it ideal in the case of Aurora Grand Hotel?

✅ Model Answer:

- An Instructor provides structured, content-focused teaching, often in a formal setting. In Sarah's case, this role is ideal when introducing standard procedures such as check-in systems, reservation software, and hygiene protocols. She uses presentations, demonstrations, and assessments to ensure all staff meet the required competency standards

2. Facilitator Role

Q2: How does the Facilitator role differ from the Instructor, and where does Sarah apply this role?

✅ Model Answer:

A Facilitator encourages group learning through discussion, problem-solving, and activities rather than delivering content directly. Sarah acts as a Facilitator during team-building sessions and customer service workshops, encouraging staff to share ideas, role-play guest interactions, and solve service challenges together.

3. Administrator Role

Q3: Why is the Administrator role important for a Trainer and how does Sarah fulfill this role?

- ✅ Model Answer:

- An Administrator ensures all training logistics are organized, records are kept, and compliance is maintained. Sarah creates schedules, tracks attendance, prepares materials, and ensures all training is recorded for audit purposes. This role is critical for coordination and accountability

4. Coach Role

- Q4: Describe the Coaching role and give an example of how Sarah uses it at the hotel.

✅ Model Answer:

- A Coach provides one-on-one or small group support, focusing on individual development. Sarah uses coaching when she observes a new concierge struggling with difficult guest requests. She offers constructive feedback, builds confidence, and sets personal improvement goals. This role helps tailor development to individual needs.

5. Leader Role

Q5: How does Sarah demonstrate leadership in her role as a Trainer/People Developer?

✅ Model Answer:

As a Leader, Sarah inspires, motivates, and sets an example for new staff. She communicates the hotel's values, promotes a guest-first mindset, and fosters a positive culture. Her leadership ensures that training isn't just about tasks, but also about building team spirit and long-term engagement.

6. Overall Reflection

- Q6: Why is it important for a Trainer to adapt across multiple roles rather than focusing on one?

- ✅ Model Answer:

- Each role supports a different aspect of the learning experience. A Trainer who can adapt:
- Instructs to build core skills,
- Facilitates to promote collaboration,
- Administers for structure,
- Coaches for personalized growth, and
- Leads to inspire action.

- This case study of Aurora Grand Hotel highlights how effective Trainers/People Developers must balance several roles.

- Understanding the context in which each role is most effective allows trainers to support individual growth and organizational success in a dynamic service environment.

Key points

- Training interventions are often used to solve organisational problems...

  However, training will not succeed unless it meets the learning and development needs of the individual

- Development is about enabling people to fulfill their potential

How to Create a Training Programme your Employees will Love

- https://www.youtube.com/watch?v=IdeJLoM295I

References

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- Knowles, M. S., Holton III, E. F., & Swanson, R. A. (2011). The adult learner: A definitive work on adult learning theory and practice. Routledge.

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