

# ALL CYLINDERS GO!

NIKHIL DESAI, INTERNATIONAL SPEAKER, MOTIVATOR, TRAINER, AND DIRECTOR - THE CENTRE FOR EXCELLENCE



**T**raining and development is a continuous learning process, says Mr. Nikhil Desai. Decades ago, the focus was on technical training and some knowledge and skills development, but now it is on attitudinal training. One research showed that 15 per cent of an executive's success is a result of technical training and 85 per cent is due to soft skills training. Quoting Amar Bose, Mr. Desai says, "Man is a hundred-cylinder engine running on only one cylinder - it is training that enables people to activate the other cylinders."


As Director of Centre For Excellence, he observes that the global economic downturn did create a scare. While Charles Darwin had said: "It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change," Mr. Desai puts this in today's context, "The few companies who were adaptable to change used the downturn as an opportunity to train their people who were, in a booming economy, too busy to attend training."

With the economy now on the path to recovery, Mr. Desai says that training needs to be more user-friendly, user-relevant, and user-urgent. "It must not only make the participants more knowledgeable - they already have lots of that - but must enable them apply the knowledge they have gained," says Mr. Desai. In India, he mentions Essar Group as having focused highly

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on relevant learning and development initiatives and the progress it has made from a small company to highly growing diversified group with multinational presence in many sectors.

Mr. Desai goes on to highlight a particular training need that has emerged today - for managing stress, "We see 30-year-old executives burning out, getting cardiac arrest, or other such ailments." Mr. Desai wishes that more companies take note of the reality that personal excellence is the foundation of professional excellence; and hence invest more time, money, and energy into such training programmes within the organisation, since "this would ultimately be the only long-term sustainable advantage that they would have over other companies who have not done so."

He adds that companies which have focused on fundamentally important programmes have greatly benefited from their investment in training, and he feels that if companies can enable their corporate executives in this important area, companies can have more productivity, lower stress, and greater well-being. As Thomas Watson of IBM had said: "The most important principle of corporate management is time management." 

## WHAT TRAINING NEEDS TO BE

