



# Indian Military Academy

## Background

The Indian Military Academy is a premium institute which was established during the British reign and is credited with providing excellent junior officers who are highly disciplined, thoroughly motivated and deeply committed to serve the Nation with honour and dignity. It is the seat for imparting training to Gentlemen Cadets (GCs) and is located at the foothills of Mussoorie. At this beautifully manicured sprawling campus, young men from India and friendly countries are trained in Defence. Every six months, nearly 600 hundred GCs graduate from this institute in a grand and impressive 'Passing out Parade'.

## Business Opportunity

Over the past few years, it has been observed that a large number of young men joining the armed forces are deficient in English communication skills. For various reasons, a majority of the cadets joining the services now hail from a relatively rural background and the lower income group. These men therefore, in spite of being highly motivated, lack the much desired communication skills. With the army playing a prominent role in the internal security of the country and increasingly coming in close contact with the civilian populace, it was felt that the future officers should possess suitable communication skills to handle all kinds of situations.

The Chief of IMA, Commandant, Lieutenant General Sujalana felt that the officers who pass out from the portals of this prestigious Institution must have a fairly good command over their spoken and written English. What they needed was a programme that would develop their communication skills thereby ensuring that they enjoy the status befitting their service and ultimately uphold the respect of the Army as a whole. Having identified this requirement, Liquid was invited to conduct a training programme for the GCs, who were graduating in June, 2009. After a Training Need Analysis of about 15 GCs, an elaborate presentation of the customized English product was made and it was agreed that Liquid would send its trainers for a capsule programme of 21 days in June 2009.

## Plan Execution

Once the IMA Commandant and the Academic Heads agreed to the contents, time and duration of the training, trainers were hired and taken through a rigorous Train the Trainer (TTT) session. The training was conducted in the morning and afternoon slots in the month of June —the busiest time in the IMA calendar. The training schedule was prepared by the Academic Head, Major Chowdhary and was followed with military precision. A pre-assessment was conducted for all the GCs which helped the trainers from Liquid to keep a track of their progress graph. After the training was completed, a post-assessment was carried out to measure the improvement in the GCs.

A strict schedule was followed and the programme was completed without a hitch. Subsequently, an exhaustive report was prepared and shared with the Academic Heads of IMA. They were visibly impressed with the results achieved by the Liquid team in such a short duration of time. Encouraged by the outcome, the Liquid team was invited for a formal meeting with the Commandant and the Academic Heads. One of the highlights of the meeting was a presentation that was made with the view of conducting more such training programmes for the GCs at IMA.



### Customer Experience

The programme was a great success as a higher than expected level of motivation and competence was achieved. It was a well designed course that covered all the relevant topics of the English language such as basics concepts of English grammar, correct pronunciation, intonation and voice modulation, listening exercises, mechanics of writing, particularly Service Writing, etc. What made this training unique and especially appealing was the fact that the Service Writing section had been completely customized. All the scenarios were contextual; military jargons and formats had been used, which enabled the cadets to relate to the programme, making it so much more enjoyable and at the same, time effective.

### Feedback

Receiving a feedback gives one a clearer picture of how well the work has been performed and how it can be improved. A feedback generates new ideas and serves as a basis of organizational vitality. Therefore, at the end of the course, a feedback on a standardized format was obtained from all the GCs. It was indeed heartening to see that there was not a single negative comment in any one of them.