**Training Team**

As a new software is introduced in the company, I would prefer to use the process of Observational learning instead of operant conditioning for teaching the subordinates about the software. I personally believe that teaching someone a new software or any project to work with should center on engaging the employees and making them feel fulfilled in their new jobs. If one wants an efficient and effective team, they have to do more than just attract the most talented engineers out there with great compensation and benefits but in fact feature a learning atmosphere in the company where the company not only hires the people who are expert in the field but the people who have an urge to learn by observing their mentor and doing the task themselves. Being new to using any software might make employees often feel anxiety or perplexity, so having a tutor or a guide to answer any technical questions can serve as a beacon light to leading them in the right direction. I would hence being by introduce the software and its features along with potential benefits and walk them through the projects which could be used with the software. Then I would teach by doing, i.e. perform a certain task in front of them for them to gain a real time experience about the software usage (observational learning). Such learning time spent with the employee can make a big difference. It will help them absorb and apply the key takeaways from the training better.

Lastly, in the initial stages, it is better to hand hold the employees across the multiple touch-points, until they understand the platform’s functionalities and are comfortable with them. Real-time contextual guidance like that provided by, helps and guides the employee just-in-time, making the learning by doing experience interesting and engaging.

**Reference**

Smith, L., & Sørensen, P. (2000). Pathological outcomes of observational learning. Econometrica, 68(2), 371-398.