Contents

Foreword by Dr. Bernice McCarthy	
Acknowledgments	
Introduction	

 Chapter 1: What Are Your Natural Training Strengths?
 1

 The Trainer's Strengths • Job of the Trainer • Value of This Book • Let's Get Started: Taking the Training Style Inventory® (TRSI®) • The Four Training Approaches • Four Trainer Type Assessments • Your Learning Style: What You Look for, You Find • Common Descriptions of Ideal Learning Environments • Your Style: The Four Parts of the Learning Cycle • Summary

 • Identifying Areas of Opportunity • FAQs • Reflect • Act

Chapter 2: The Four Learning Styles in the Room 33 What Is Learning? • Your Learning Style • The 4MAT® Learning Styles • Understanding Your Thinking Map • Thinking Strengths of Each Style • Functional Strengths of Each Style • How Your Training Style Relates to the Needs of Each Learning Style • Summary • FAQs • Reflect • Act

Chapter 3: 4MAT: The Four Steps of the Learning Cycie 65

A Brief Tour of the Brain • Brain Research on Learning • The Four Steps • Using the 4MAT Model to Design Learning • The First Step: Engage • The Second Step: Share • The Third Step: Practice • The Fourth Step: Perform • Summary • Reflect • Act

Chapter 4: Engage: The Art of Creating Powerful Openings -------83

What Happens in Engage • Focus 1: Gaining Attention by Linking to What Learners Already Know • Focus 2: Using Questions to Provoke Reflection, Generate Dialogue, and Guide the Movement of the Group • Focus 3: Creating a Safe Learning Environment • Five Ways to Enhance Learner Safety White Building a Sense of Community • Summary • Reflect • Act • Examples of Engage Activities

Chapter 5: Share: Animating the Learning Content 125

Two Channels of Delivery: Visual and Verbal • The Verbal Channel: How to Organize Your Lecture • The Visual Channel: Animating Lecture Using Visual Strategies • Animating Lecture with Visual Organizers • Animating Lecture with PowerPoint • Summary • Reflect • Act • Examples of Share Activities

Chapter 6: Practice: Building Mastery Through Application 183

Designing Outcome-Based Practice Activities • Facilitating (Setting Up) Activities Effectively
Observing Application • Coaching and Debriefing • Using Questions to Focus the Learner's Attention • Coaching Assessment Tool • Strategies That Work in Practice • Summary • Reflect
Act • Examples of Practice Activities

Chapter 7: Perform: Assessing and Implementing 217

What You Are Doing • Encouraging Self-Assessment • Gaining Commitment on Future Action • Setting Up a Post-Training Implementation Plan • The 24/7 Rule • Organizing an On-the-Job Support Team • Choosing On-the-Job Coaches • Summary • Reflect • Act • Activities for Perform

Chapter 8: Engaging Virtual Training: How to Maximize Online Learning Impact
Designing Your Virtual Session • Engage • Share • Practice • Perform • Summary • Reflect • Act

Chapter 9: Begin with the End in Mind

Step 1: Clarifying Stakeholder Expectations and Analyzing the Performance Gap • Step 2:
Defining the Four Critical Learning Outcomes • Step 3: Working with Subject Matter Experts to
Focus Content and Skills Practice • Example: Defining the Outcomes for a Sales Training Course
• Engage: Delivering the Value Outcome • Share: Delivering the Knowledge Outcome • Practice:
Delivering the Skill Outcome • Perform: Delivering the Adaptation Outcome • Summary • Reflect
• Act

Chapter 10: Assessment: Integrating Measurement into Training Design

and Delivery Evaluating at Four Levels • "On-the-Way" Versus "At-the-Gate" Assessment • Level 1: Value—

Evaluating for Levels • On-the-Way Versus At-the-Gate Assessment • Level 1: Value – Evaluating for Learner Reaction • Level 2: Knowledge – Evaluating Knowledge Gained • Level 3: Skill – Evaluating Skills Gained • Level 4: Adaptation – Evaluating Performance and Business Impact • Summary • Reflect • Act

Case Studies	
Aveda	325
The Center for Creative Leadership	329
Grundfos Pumps	335
Holland America Line	339
Next Steps	
Bibliography	0.45
Index	349
About the Author	357