

Contents

List of Tables, Exhibits, and Figures	vii
Acknowledgments	xi
Preface	xiii
PART I. TRAINING FUNDAMENTALS	1
1. Assessing Needs	3
Understanding Needs Assessment	3
Needs-Assessment Process	6
How to Conduct a Needs Assessment	9
Developing an Action Plan	21
Assessing Participants' Knowledge, Attitudes, Skills	21
Key Points	24
2. Understanding Adult Learners	25
Andragogical versus Pedagogical Model	25
How and Why People Learn	26
Learning Styles	28
Application of Learning Principles	36
Key Points	38
3. Training Styles	39
Trainer Characteristics and Competencies	39
Training Style	41
Learner-Centered versus Information-Centered	64
Key Elements of a Trainer's Style	68
Key Points	69
4. Understanding Today's Learner	71
The Changing Training Environment	71
Self-Awareness	72
Diversity Issues	73
Key Points	81
5. Writing Instructional Objectives	83
What Are Learning Objectives?	83
Writing Learning Objectives	85
Key Points	92

6. Writing an Instructional Plan	93
Instructional Plan Overview	93
Time Needed to Develop a Training Program	94
Cost Considerations	95
Major Components of Design	96
Creating a Design Matrix	96
Creating a Detailed Instructional Plan	101
Components of an Instructional Plan	101
Instructional Methods	106
Developing Materials	107
Key Points	115
7. Selecting, Designing, and Developing Active-Training Methods	117
The Case for Active Training	117
Cooperative Learning	118
Creating an Active-Learning Environment	119
Designing Active-Training Activities	122
Common Methods and Materials	124
Experiential Learning Activities	136
Key Points	142
8. Delivering Training	143
Creating a Positive Learning Environment	143
Experiential Learning Cycle	166
Tips for Using Specific Methods	172
Improving Platform Presence	177
Key Points	179
9. Using Visual Aids	181
Retention Rate in Visual Learning	181
Reasons to Use Visual Aids	182
Guidelines for Using Slides	184
Using Flip Charts	186
Using Videos and Video Clips	189
Key Points	191
10. Working with Groups	193
The Trainer as Facilitator	193
Ways to Encourage Participation	194
The Art of Asking Questions	195
Responding to Questions	196

Scaling the Wall of Resistance	200
Problem Situations	205
Key Points	214
11. Using Creativity	215
Creativity with Small Groups	215
Props and Other Theatrical Techniques	218
Using Games	221
Creative Closings	226
Key Points	230
12. Evaluating Training	231
Evaluation Basics	231
Four-Level Model for Training Evaluation	233
Participant Evaluation and Accountability for e-Learning	245
Accountability for Training	247
Significance of the Evaluation Process	250
Key Points	250
PART II. SPECIAL TRAINING CONSIDERATIONS	251
13. Training across Cultures	253
Globalization of Businesses and People	253
Culture and Cultural Dimensions	254
Becoming Culturally Intelligent	255
Practical Application	262
Key Points	265
14. Storytelling as a Training Technique	267
The Value of Storytelling	267
Types of Stories	269
Telling Personal Stories	271
Capturing Your Personal Stories	275
How to Tell Your Story	277
Key Points	278
15. Using Technology in Training	279
Workplace Trends	279
Advantages/Benefits of Distance Learning	280
Disadvantages/Drawbacks to Distance Learning	282
Types of Distance Learning	284
Guidelines for Designing Distance Learning	286
Designing and Developing Activities	288

Delivering Content and Activities	294
Key Points	296
16. Training On the Job	297
The Need for Structured On-the-Job Training	297
Selecting the Trainer	299
Developing an Instructional Plan	301
On-the-Job Training Model	304
Evaluating On-the-Job Training	307
Key Points	311
17. Training During Tough Times	313
Prove the Value of Training	313
Methods to Stretch Training Dollars	314
Technology-Based Delivery Methods	322
Just-in-Time Materials	327
Key Points	327
18. The Business of Consulting: Internal and External	329
The Changing Role of the Trainer	329
The Client-Consultant Relationship	330
Developing a Proposal	335
Setting Clear Expectations	336
Selecting an External Consultant	337
After the Project	340
Key Points	341
Appendix A: Answers to Exercises	343
Appendix B: Recommended Resources	347
Appendix C: Criteria for Selecting Packaged Programs	349
References	351
Index	355
About the Author	367