

# Contents

List of Figures / ix  
Preface / xiii  
Acknowledgments / xvii

.....  
**PART ONE INTRODUCING ACTIVE TRAINING / 1**

The Nature of Adult Learning / 2  
Concerns About Active Training / 8  
The Delivery of Active Training / 11

.....  
**PART TWO DESIGNING AN ACTIVE TRAINING PROGRAM / 15**

**Chapter 1. Assessing Training Needs / 21**

Why Do Assessment? / 22  
What Information Should Be Collected? / 24  
How Can Information Be Collected? / 31  
What If There Is No Time to Do a Proper Assessment? / 39

**Chapter 2. Developing Active Training Objectives / 41**

Setting Learning Goals / 42  
Selecting Objectives / 44  
Specifying Objectives / 46  
Expressing Objectives / 47  
Communicating Training Objectives to Others / 49

**Chapter 3. Creating Opening Exercises / 53**

What Opening Exercises Accomplish / 53

What to Keep in Mind When Creating Opening Exercises / 66  
Ten Ways to Obtain Participation / 66

**Chapter 4. Preparing Brain-Friendly Lectures / 71**

Five Ways to Gain Your Audience's Interest / 71  
Five Ways to Maximize Understanding and Retention / 77  
Five Ways to Involve Participants During a Lecture / 83  
Five Ways to Reinforce Lectures / 88  
An Example of a Well-Designed Lecture / 92

**Chapter 5. Finding Alternative Methods to Lecturing / 97**

Demonstration / 97  
Case Study / 99  
Guided Teaching / 105  
Group Inquiry / 106  
Information Search / 108  
Study Group / 110  
Jigsaw Learning / 112  
Tournament Learning / 115  
Applying the Alternatives to a Common Topic / 117

**Chapter 6. Using Experiential Learning Approaches / 123**

Role Playing / 124  
Games and Simulations / 131  
Observation / 136  
Mental Imagery / 140  
Writing Tasks / 143  
Action Learning / 146

**Chapter 7. Designing Active Training Activities / 155**

The Three Major Ingredients of Any Design / 155  
Basic Questions About Any Design / 158  
The Remaining Details / 159  
Three Tips for Creative Designs / 161

**Chapter 8. Sequencing Active Training Activities / 165**

Basic Sequencing Guidelines / 165  
Applying Sequencing Guidelines / 168  
The Finer Side of Sequencing / 175  
Experiential Learning Sequences / 179

**Chapter 9. Planning Active Training Programs / 183**

The Macrodesign of an Active Training Program / 183

**Chapter 10. Blending Technology into Active Training / 191**

Independent e-Learning / 192  
Group-Based e-Learning / 195  
Virtual Classrooms / 199  
Blended Learning / 201

---

**PART THREE CONDUCTING AN ACTIVE TRAINING PROGRAM / 207****Chapter 11. Beginning an Active Training Program / 211**

Preparing Yourself Mentally / 211  
Arranging the Physical Environment / 214  
Greeting Participants and Establishing Rapport / 219  
Getting the Best from the First Thirty Minutes of Training / 221  
Reviewing the Agenda / 223  
Inviting Feedback to the Agenda / 224

**Chapter 12. Gaining Leadership of the Training Group / 229**

Setting Group Norms / 229  
Controlling Timing and Pacing / 231  
Getting the Group's Attention / 234  
Increasing Receptivity to Your Leadership / 234  
Handling Problem Situations / 235

**Chapter 13. Giving Presentations and Leading Discussions / 245**

Knowing Your Group / 245  
Organizing Your Presentation / 249  
Watching Your Body Language / 250  
Adding Visuals / 252  
Making Smooth Transitions / 254  
Facilitating a Lively Discussion / 256

**Chapter 14. Facilitating Structured Activities and Promoting Team Learning / 263**

Structured Activities / 263  
Team Learning / 273

**Chapter 15. Concluding an Active Training Program / 281**

Reviewing Program Content / 281  
Obtaining Final Questions and Concerns / 283  
Promoting Self-Assessment / 285  
Planning Next Steps / 288  
Expressing Final Sentiments / 289



.....  
**PART FOUR EXTENDING THE VALUE OF AN ACTIVE  
TRAINING PROGRAM / 293**

**Chapter 16. Providing for Back-on-the-Job Application / 295**

Prior to the Training Program / 295

During the Training Program / 297

At the End of the Training Program / 298

Follow-Up Coaching and Support / 312

**Chapter 17. Evaluating an Active Training Program / 315**

Interim Feedback / 315

Final Assessment / 317

Final Thoughts / 325

References / 328

Index / 331

About the Authors / 347

Pfeiffer Publications Guide / 349