

# Contents at a Glance

<b><i>Introduction</i></b> .....	<b>1</b>
<b><i>Part I: So You're Going to Be a Trainer!</i></b> .....	<b>5</b>
Chapter 1: What's a Trainer?.....	7
Chapter 2: Why Adults Learn.....	25
Chapter 3: The Training Cycle .....	39
<b><i>Part II: Designing the Best Darn Training In the World</i></b> .....	<b>47</b>
Chapter 4: Assessing Needs and Developing Learning Objectives .....	49
Chapter 5: Developing the Training Design .....	65
Chapter 6: Using Off-the-Shelf Training .....	101
Chapter 7: Being Prepared to Succeed .....	109
<b><i>Part III: Showtime: Delivering a Dynamic Training Session</i></b> .....	<b>135</b>
Chapter 8: Implementing Training Designs: Your Job as Facilitator.....	137
Chapter 9: It's Showtime: Delivering Success .....	157
Chapter 10: Mastering Media and Other Visuals.....	183
Chapter 11: Training with Style .....	201
Chapter 12: Addressing Problems: What's a Trainer to Do? .....	223
<b><i>Part IV: It's Not Over Yet: The Follow-Up</i></b> .....	<b>249</b>
Chapter 13: Evaluation: It's Not Over Yet! .....	251
Chapter 14: Transfer of Learning.....	275
<b><i>Part V: The Professional Trainer</i></b> .....	<b>283</b>
Chapter 15: The Consummate Professional.....	285
Chapter 16: Training Certification.....	295
Chapter 17: Training Trends .....	309
<b><i>Part VI: The Part of Tens</i></b> .....	<b>323</b>
Chapter 18: Ten Tips to Start Off on the Right Foot.....	325
Chapter 19: Ten Ways to Increase Participation .....	333

Chapter 20: Ten Ways to Save Time in the Training Room .....	339
Chapter 21: Ten Quick Ways to Form Small Groups .....	345
Chapter 22: Ten Tips for Adding Humor to Training .....	351
Chapter 23: Ten Icebreakers That Work .....	361
<b><i>Index</i></b> .....	<b>373</b>

# Table of Contents

---

<i>Introduction</i> .....	1
<i>Part 1: So You're Going to Be a Trainer!</i> .....	5
<b>Chapter 1: What's a Trainer?</b> .....	<b>7</b>
What Is Training? .....	8
What forms does training take? .....	8
Why is training necessary? .....	9
Is training just for business? .....	12
What Do Trainers Do? .....	12
Assessing your training potential .....	13
Take stock of your skills .....	14
Your self-assessment.....	18
How do you become a trainer? .....	19
A Day in the Life of a Trainer .....	20
Do You Have What It Takes? .....	21
<b>Chapter 2: Why Adults Learn</b> .....	<b>25</b>
Adult Learning Theory .....	25
Who is Malcolm Knowles?.....	26
Applying adult learning theory to training .....	27
How Do People Learn?.....	28
Three types of learning: KSAs.....	30
Other considerations for learning.....	30
Helping Adults Learn in the Classroom.....	32
Create a safe haven for learning.....	33
Create a comfortable environment .....	33
Encourage participation .....	36
Facilitate more than you lecture .....	36
One Last Note: Who's Who and What's What.....	36
Who's who? .....	37
What's what? .....	37
<b>Chapter 3: The Training Cycle</b> .....	<b>39</b>
The Training Cycle: An Overview .....	39
Assess and analyze needs .....	40
Develop learning objectives.....	41
Design and develop the program .....	42
Implement the design .....	42
Evaluate performance.....	43



Training Jargon.....43  
Learning and The Training Cycle .....45  
    Variety and flexibility .....45  
    Conditions of learning .....46

***Part II: Designing the Best Darn Training in the World....47***

**Chapter 4: Assessing Needs and Developing Learning Objectives . .49**

Conducting Needs Assessments .....49  
    The why, how, who, and when of needs assessment.....50  
    Is it training? .....56  
    If your time is limited .....57  
Writing Objectives.....59  
    What objectives should do .....59  
    Task analysis .....62

**Chapter 5: Developing the Training Design .....65**

How Do I Begin?.....67  
Designing a Dynamic Opening.....70  
    All about icebreakers .....70  
    What else will your participants expect in your design? .....73  
Designing the Body to Ensure Learning Occurs.....74  
    Lectures .....75  
    Countless alternatives to lecture .....77  
    Selecting activities .....83  
Adding Zest with Visuals.....87  
    Knowing why you need visuals .....87  
    Creating effective visuals .....88  
Designing a Finale That Brings Closure.....92  
    Ensuring that expectations were met .....92  
    Providing a shared group experience.....92  
    Evaluating the learning experience.....93  
    Requesting feedback and suggestions.....93  
    Accomplishments and commitment to action .....93  
    Sending them off with an encouraging word .....94  
Pulling It All Together .....95  
    Factors that affect a design.....96  
    Strategies for a good design.....97  
    Developing materials .....98

**Chapter 6: Using Off-the-Shelf Training .....101**

The Art of Selecting Off-the-Shelf Training .....101  
    Make or buy? That’s the question! .....102  
    What should you know before you buy? .....103  
    How can you make sure off-the-shelf  
        training meets your needs? .....104

Molding It to Meet Your Needs .....105  
 Adapting the design .....105  
 Off the shelf, out of the can .....105  
 Adding Creativity to Training .....106

**Chapter 7: Being Prepared to Succeed .....109**

Preparing Your Training Environment.....109  
 Know when, where, what, who .....110  
 Room arrangements .....110  
 Equipment and visuals .....114  
 Preparing Your Participants .....118  
 Preparing participants: What works? .....118  
 Preparing participants: What doesn't work? .....119  
 Preparing Yourself.....119  
 Prepare to avoid crises .....120  
 Identifying your training style .....122  
 Find out who's in your session .....124  
 Practice, practice, practice .....124  
 Tips for staying organized.....125  
 Prepare your body and brain .....130  
 Travel if you must.....131  
 The procrastinator's checklist.....131  
 Being prepared to succeed .....133

***Part III: Showtime: Delivering a Dynamic Training Session ..... 135***

**Chapter 8: Implementing Training Designs: Your Job as Facilitator .....137**

Training, Facilitation, and Presentation: What's the Difference? .....137  
 Are you a trainer or a facilitator? .....138  
 Use facilitative skills when you present .....139  
 Facilitating Successful Training.....141  
 Experience is the best teacher .....143  
 Tips for facilitating activities .....145  
 Participation Prescription: Continue to Increase the Dosage .....148  
 Gotta play the game to perform .....148  
 Participants' expectations of participation .....149  
 Increasing participation — or why are they called "participants"? .....150  
 REACTing.....155

**Chapter 9: It's Showtime: Delivering Success .....157**

Opening Your Training Session with a BANG .....158  
 Build interest in the session .....159  
 Ask what participants know and what they want to know .....159

Note the ground rules and what to expect .....	159
Get them involved .....	160
Looking at Seven Disastrous Debuts .....	161
Creating a Supportive Learning Environment .....	162
Get to know your participants .....	162
What's in a name: Five secrets to remembering names .....	163
Let them know about you.....	165
Training Like a Pro .....	166
Presentation skills .....	166
The participants' materials.....	171
Notes: To be or note to be.....	171
Asking and Answering Questions.....	173
Encouraging participants to ask questions .....	174
Guidelines for answering questions.....	174
Asking questions .....	176
Questions in action .....	177
Smooth Transitions .....	178
Wrap Up an Effective Training Session.....	179
Ensure that expectations were met .....	179
Provide a shared group experience .....	180
Evaluate the learning experience.....	180
Summarize the accomplishments and gain commitment to action .....	180
Send them off with a final encouraging word — or two.....	181
<b>Chapter 10: Mastering Media and Other Visuals .....</b>	<b>183</b>
Select the Best Visual to Do the Job .....	184
What's available? .....	185
What are the benefits? .....	186
Ensure That the Visual Adds to the Learning.....	187
Computer projection systems .....	187
Videos and DVDs .....	188
Overhead projectors .....	188
Flipcharts.....	189
Boards of all types (including electronic).....	189
Props .....	190
Look Like a Pro .....	190
Tips for using visuals in general.....	191
Guidelines for using specific media and visuals .....	192
Hot Tips for a Cool Ending.....	198
<b>Chapter 11: Training with Style .....</b>	<b>201</b>
Understanding Your Training Style Strengths .....	201
Building the training style model .....	202
Exploring the four training styles.....	204
Using your training style .....	209

Gauging Group Dynamics.....210  
 Composition.....210  
 Atmosphere.....211  
 Norms.....211  
 Values .....212  
 Communication and participation .....212  
 Roles.....213  
 Power and influence.....213  
 Creating an Energizing, Exciting, Encouraging Environment .....214  
 Coloring outside the lines .....215  
 Energizing the group .....217  
 Let me entertain you! .....219  
 Celebrating success .....221  
 Putting It All Together .....222

**Chapter 12: Addressing Problems: What’s a Trainer to Do? .....223**

Problems in the Classroom.....223  
 Problems with logistics .....224  
 Equipment problems.....224  
 Difficult personal situations.....227  
 Difficult group situation.....229  
 If training is not the solution.....230  
 Taking a COOL approach.....232  
 Using humor to deal with problems .....232  
 Managing Disruptive Behaviors .....233  
 Preventing disruptions .....234  
 Managing disruptive types.....235  
 Sweaty Palms, Parched Throat: Overcoming Nervousness.....239  
 Understanding pre-performance jitters.....239  
 Accepting your nervousness as natural.....239  
 Mastering nervous symptoms.....242  
 Tips for specific anxiety problems.....246  
 Problems Can Be Prevented or Resolved .....248

***Part IV: It’s Not Over Yet: The Follow-Up .....249***

**Chapter 13: Evaluation: It’s Not Over Yet! .....251**

Understanding the Purpose of Evaluations .....252  
 Reviewing Kirkpatrick’s Four Levels of Evaluation.....253  
 Level I: Reaction .....253  
 Level II: Learning .....254  
 Level III: Behavior .....255  
 Level IV: Results.....256  
 Guidelines for measuring the four levels .....258  
 Evaluation methods .....263

ROI: What's All the Hype? .....	266
Level V: Return on investment.....	266
What's the ROI process?.....	266
Benefits of adding a Level V .....	267
Evaluation: The Last Training Cycle Stage but the First Step to Improvement .....	270
<b>Chapter 14: Transfer of Learning .....</b>	<b>275</b>
Making Your Training Memorable: Following-Up .....	276
Barriers to transfer of learning .....	276
Strategies for transfer of learning .....	277
Pre-training strategies.....	277
Training strategies — during the session .....	278
Post-training strategies.....	279
What Great Trainers Do After Training .....	281
 <b>Part V: The Professional Trainer.....</b>	<b>283</b>
 <b>Chapter 15: The Consummate Professional .....</b>	<b>285</b>
Become a Lifelong Learner .....	285
Attend formal learning events .....	285
Ask others .....	286
Do it yourself.....	287
Go the Extra Mile: Stay on Top of Your Game!.....	288
Good to great .....	288
Where's your energy? Stay pumped!.....	289
Design .....	291
What does professional mean to you?.....	291
Give Back to the Profession.....	294
 <b>Chapter 16: Training Certification .....</b>	<b>295</b>
All About ASTD .....	296
Why is ASTD's mission important? .....	296
What does ASTD do?.....	296
Introducing the ASTD Competency Model .....	298
Overview of the model .....	298
The value of a competency model .....	301
Certification: What It Means for You .....	302
Certification versus certificate .....	302
Certification: Why now? .....	303
Certification: Show me the value.....	303
ASTD Certification: A Quick Look .....	304
Competencies and certification .....	304
Certification design .....	304
Applicant process and flow.....	305
The Certification Life Cycle.....	307

**Chapter 17: Training Trends . . . . . 309**

- The Changing Training Environment.....310
- Alternative Training Options .....312
  - What’s to know about e-learning? .....312
  - Blended learning.....314
  - Considerations for one-on-one training.....315
- Team Training.....316
  - Meet prior to the session .....317
  - Make each other look good during the session .....317
  - Provide feedback following the session .....318
- Help for the Part-Time Trainer.....319
  - The art of managing both training and your real job .....319
  - Training on the run .....320
- Planning for Today’s Diverse Learners.....321

***Part VI: The Part of Tens.....323***

**Chapter 18: Ten Tips to Start Off on the Right Foot . . . . . 325**

- Establish a Climate Conducive to Learning.....326
- Clarify Participants’ Expectations .....326
- Introduce the Content .....327
- Surprise! .....328
- Introduce Participants.....328
- Learn About the Group.....329
- Establish Ground Rules .....330
- Confront Any Issues.....330
- Establish Your Credibility and Style .....331
- Take a Break!.....332

**Chapter 19: Ten Ways to Increase Participation . . . . . 333**

- Begin to Encourage Participation Right from the Start.....333
- Cards for the Shy and Faint of Heart .....334
- Give Your Role Away.....335
- Participation; Repeat, Participation .....335
- On Your Feet! .....336
- Say a Lot without a Word .....336
- Remove the Tables.....337
- Attention-Getting Answers.....337
- The Quietest .....338
- Participation Right to the End.....338

**Chapter 20: Ten Ways to Save Time in the Training Room . . . . . 339**

- Consider the Relationship of Time to Small Groups .....339
- One Activity, Two (or More) Objectives .....340
- Gentle Prods .....340
- Different Pace for Different Folks .....341

Divvy Up the Work .....	341
The Time Is Now.....	342
Be Prepared .....	342
Cut Out the Fat .....	342
Use Timekeepers.....	343
Pre-Training Strategies .....	343
<b>Chapter 21: Ten Quick Ways to Form Small Groups .....</b>	<b>345</b>
Count Off .....	346
Noise Level.....	347
Go to Your Corners .....	347
Personal Data.....	347
Secret Codes .....	348
Puzzling Participants .....	348
Dog Days.....	348
Small Groups Where None Dares to Go.....	349
Pick a Prop .....	349
Make Mine Different.....	350
<b>Chapter 22: Ten Tips for Adding Humor to Training .....</b>	<b>351</b>
Laugh and Learn.....	351
Start Off on a Funny Foot .....	352
I'm Lost! .....	353
Get Participants in the Act .....	354
Practical Humor .....	355
Don't Be Original! .....	355
Phunny Props and Puns .....	356
Ten Tips to Make a Joke Bomb.....	357
But I'm Not Funny!.....	358
Austere Attitudes .....	359
<b>Chapter 23: Ten Icebreakers That Work .....</b>	<b>361</b>
Bingo.....	364
Expectations .....	365
Hopes and Fears.....	366
Introduce Me, I Introduce You .....	366
Go to Your Corners .....	367
Little White Lie .....	367
Personal Coat of Arms.....	368
Autographs .....	369
Name Association .....	369
Ask a Question.....	370
<b>Index.....</b>	<b>373</b>