Alternatives to Lecture

Choosing the Best Training Method

- **Classroom Training**
  - Lecture to acquire knowledge (live or video)
  - Case studies to apply knowledge
  - Simulation exercises to practice new skills
  - Role play and behavioral modeling to learn interpersonal skills
- **Distance Learning**
  - Books
  - Videos
  - Interactive video
  - Programmed instruction
    - Web-based instruction (e-learning)
    - Computer-based instruction

Choosing the Best Training Method

- **On-the Job Training**
  - Modeling
  - Job rotation
  - Apprentice training
  - Coaching
  - Mentoring
  - Performance appraisal
Case Studies and Simulations

- Use case studies to apply knowledge
  - Actual situations (written or video)
  - Living cases are best
  - Case studies work best in applying lecture rather than in “discovery” learning
- Use simulations to practice new skills
  - Computing adverse impact
  - Sample Excel data
  - Realistic simulations are best

Learning by Modeling Others

- Theory
  - People learn by modeling others
  - Behavior that is reinforced tends to be repeated
- Characteristics of the model
  - Successful
  - Status
  - Similarity
- Characteristics of the observer
  - Attention
  - Retention
  - Reproduction skills
Behavioral Modeling

- Present Content
  - Present key behaviors in skill to be learned
  - Discuss rationale for each behavior
  - Discuss trainees’ experiences in using the skill
- Watch Model Perform Key Behaviors
  - Incorrect behavior
  - Correct behavior
- Evaluate Model’s Performance
  - What did the model do incorrectly?
  - What did the model do correctly?
- Practice Key Behaviors (role playing)
  - Receive reinforcement
  - Receive feedback
- Set improvement goals

Fun Activities to Assess Learning

- Help break monotony
- Energize the audience
- Help summarize material
- Help to assess learning

Tips
- Don’t make too complicated
- Use friendly competition
- Provide inexpensive rewards for winning or doing well (e.g., candy)

Learning Activities
Sample Activities
(Stolovitch & Keeps, 2002)

• Game Shows
  – Jeopardy
  – Quiz Game
  – Lecture Team Quiz
• Critical List
• Ask the Expert
  – Police Interrogation
  – Press Conference

Individual Training Through Distance Learning

• Concept of programmed instruction
  – Self-paced
  – Trainee is actively involved in the learning
  – Material is presented in small units
• Formats
  – Books
  – Video
  – Interactive video
  – Computer based training (CBT)
  – Web based (e-learning)
On-the-Job Training

• Learning Through Job Rotation
  – Job rotation
  – Cross training
  – Volunteerism

• Learning through Apprentice Training
  – Used in crafts and trades
  – 144 hours of formal class work each year
  – Work with an expert (usually 4 years)

• Learning through Coaching
  – Experience employee works with new employee
  – Problems
    • Not all employees are good coaches
    • Coaching can lower the coach’s work productivity
  – Pass through programs and corporate coaches can alleviate problems

• Learning through Mentoring
  – Mentoring is less formal than coaching
  – Good mentors can be difficult to find

• Learning through Performance Appraisal