

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



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



Learning Activities

- 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)

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



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 Apprenticeship 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
