

THE TRAINING TASK

Training is teaching to improve performance.

Important Characteristics of Learners to Keep in Mind

Learners are Motivated by

- Their Needs and Interests.
- Relevant Connections between what is being taught and practical applications.
- Frequent, encouraging Feedback.
- Clear Expectations of intended results.

Learners Respect Respect that

- Displays Confidence without Arrogance.
- Listens genuinely and responsively.

Learners Expect Competence demonstrated in

- Relevant Expertise.
- Thorough Preparation

Learners Respond to Effective Training that

- Actively Engages them.
- Relates the New to the Current.
- Maintains Energy and Employs Variety.

Important Features of Training to Keep in Mind

Training is a Means, not the End

- So, planning is crucial.
- Planning is most useful when it identifies needs to be addressed with the training.
- Identified needs are most useful for planning when they are written as statements of specific results to be accomplished.

Objectives are Essential because they

- Identify information, attitudes/values, and/or skills trainees can expect to take with them with they complete the training.
- Guide the details of the training.
- Direct evaluation of the training.
- Describe
 - what trainees will gain regarding the topic/subject
 - the action(s) by which learners will demonstrate the gain(s),
 - to what degree,
 - under what conditions.

Different Objectives Call for Different Approaches

Training to Help Learners Acquire Information

Knowledge Level - active engagement and repetition
multiple senses and novelty

- Comprehension Level** – Advance Organizers
 - paraphrasing and summarizing
 - guiding trainees to explain, interpret, define, or label
 - using examples and translation
- Application Level** -
 - providing prompt feedback
 - application to different situations
- Analysis Level** -
 - identification of structure or steps
 - outline or diagram of information
- Synthesis Level**-
 - combination of parts in new ways
 - identification of implications for new questions
- Evaluation Level** -
 - judging value or quality based on information
 - ranking and choosing alternatives

Training to Help Learners Change Attitudes/Values

- Awareness Level** -
 - facilitating awareness of the need for change through emotionally engaging experience followed by reflective dialogue
 - providing demonstrations of alternative Attitudes and Values
- Attraction Level** -
 - providing opportunity for trainees to observe influencers and peers that exemplify a particular attitude/value
 - engaging trainees in dramatic portrayals
 - engaging in reflective dialogue
- Admiration Level** -
 - facilitating self-assessment
 - reflection on or imagine personal experiences
 - engaging trainees emotionally
- Adoption Level** -
 - engaging trainees in practice
 - leading trainees to think about and anticipate ethical choices they likely will need to make
- Adaptation Level** -
 - leading trainees to express the adopted attitude/value in the form of personal guidelines they want to follow in making choices and deciding actions
 - leading trainees to record for themselves their decisions to adapt to a particular attitude/value, and to share their decisions with a trusted accountability partner.

Training to Help Learners Master Skills

- Recognition Level** -
 - showing the entire process of performing the skill
- Familiarity Level** -
 - providing step-by-step demonstration, with accompanying explanations
- Guided Performance Level** –
 - correcting mistakes and praise accuracy
- Meticulous Competence Level** -
 - providing them ample opportunity for practice
- Mastery Level** –
 - preparing trainees to train others