

CONTENTS

<i>Preface</i>	<i>xiii</i>
<i>Acknowledgments</i>	<i>xv</i>
<i>About the Author</i>	<i>xvi</i>

PART I FOUNDATIONS 1

Chapter 1	The Learning Enterprise	3
	Learning within Context	4
	A Levels of Analysis Perspective	4
	Learning Challenges	5
	Learning Frameworks	8
	Types of Learning Approaches	9
	Learning Systems Model	11
	An Evidence-Based Approach	15
	Finding Evidence	15
	Analyzing and Combining Evidence	21
	Cautionary Tales	22
	Book Organization	24
	References	25
Chapter 2	Learning about Learning	28
	Learning Defined	28
	Learning Taxonomies	30
	Knowledge	31
	Skills	33
	Affect	37
	An Integrated Perspective	39
	Long-Term Development	40
	Stages of Development	40
	Qualitative Shifts	43
	How Long to Become an Expert?	44
	Concluding Remarks: The Foundation of Learning	46
	References	47

PART II A SYSTEMATIC APPROACH 51

Chapter 3 Assessing Learning Needs 53

- Organizational Analysis 55
 - Strategic Learning Goals 56
 - Core Competencies 57
 - Required Learning Needs 59
 - Resources 60
 - Organizational Learning Climate 61
- Work Analysis 63
 - Task Analysis 63
 - Knowledge and Skills 65
 - Identifying Learning Needs 66
 - Methods for Conducting Work Analysis 68
 - Capabilities and Work Team Analysis 68
- Person Analysis 70
 - Cognitive Analysis 71
 - Behavioral Analysis 73
 - What Is the Current State? 74
- Needs Assessment Strategies 75
- Conclusions 79
- References 80

Chapter 4 Designing a Learning Plan 83

- Learning Objectives 84
 - Learning Outcomes 84
 - An Integrated Approach to Design 85
 - Creating Learning Objectives 86
 - Sequencing Objectives 89
- Plan of Instruction 89
 - Components of a Plan 91
 - A Problem-Centered Approach 92
- The Learner 93
 - Motivation to Learn 95
 - Readiness and Preparedness 101
- Conclusions 104
- References 105

Chapter 5 Learning Transfer 108

- Transfer Frameworks 109
 - Conditions of Transfer 109
 - Transfer Model 111
- Design and Learning Principles 113
 - Prepare Learner for New Knowledge 114
 - Make Connections 115
 - Provide Contrasts 115
 - Retrieve Information from Memory 117
 - Perform the Skills to Be Learned 119
 - Practice Relevant Performance Situations 120
 - Distribute Practice over Time 121
 - Provide Appropriate Feedback 122
 - Go Beyond Initial Mastery 125
 - Summary of Principles 126
- Beyond Design 127
 - Factors Affecting Transfer 127
 - Strategies for Enhancing Transfer 128
 - Transfer Interventions 130
- Conclusions 134
- References 135

Chapter 6 Evaluation and Continuous Improvement 140

- Purposeful 141
 - Relevance 141
 - Emphasis 144
 - Learning Validity 145
 - Transfer Validity 149
 - Organizational Payoff 152
- Informative 153
 - Evaluation and Stakeholders 154
 - Quality of Measurement 154
- Proportionate 156
 - Choice Points 156
 - Threats to Internal Validity 157
 - Evaluation Designs 159

Continuous Improvement	165
Feedback Loops	166
Rapid Evaluation	168
References	170

Chapter 7 Instructional Approaches and Learning Technologies 173

Traditional Instruction	174
Lecture and Discussion	174
Case Study	175
Demonstration and Role Play	180
Cautionary Tale about Learning Styles	181
Training Simulators	182
Using Simulators	183
Fidelity Issues	185
Learning Technologies	188
Virtual Reality	188
Serious Games	191
Intelligent Tutoring Systems	193
Learning from a Distance	195
Concluding Comments	199
References	201

PART III LEARNING STRATEGIES 207

Chapter 8 Building Individual Capabilities 209

Newcomer Development	210
Orientation and Initial Training	211
Socialization	213
Guided Learning	216
Enhancing Capabilities	221
Job Rotation	223
Informal Learning	224
Career Development	227
Skill Updating	228
Self-Management	229
References	231

Chapter 9 Team Learning and Development 236

Foundational Issues	237
Defining a Team	237
Team Effectiveness Factors	238

Team Training Programs	240
Team Coordination and Cross-Training	241
Team Resource Management Training	244
Team Building	247
Multiagency Training	248
Team Learning Activities	250
Action Learning	251
Team Debriefs	252
Coaching and Team Learning	254
Team Self-Management and Adaptation	255
Learning from Other Teams	256
Team Reflexivity	256
Concluding Comments	258
References	259

Chapter 10 Developing Leaders 265

Leadership Skills and Behaviors	266
Theory of Leadership Development	266
Leader Roles	268
Leader Development Strategies	270
Behavioral Modeling	270
Business Simulations and Gamification	271
Assessment Centers and Feedback Intensive Programs	275
Experience-Centered Learning	278
Executive Coaching and Leader Mentoring	281
Global Leadership	282
Roles and Responsibilities	283
Developing Global Leaders	286
International Service-Learning Projects	289
Conclusions	291
References	293

Chapter 11 Organizational and Societal Issues 298

The Learning Organization	299
Definition and Indicators	299
Leading a Learning Culture	300
Models for Building a Learning Organization	301
Creating Continuous Learning Opportunities	303
Promoting Inquiry and Dialogue	304
Establishing Systems to Capture and Share Knowledge	306

Empowering People towards a Collective Vision	310
Connecting the Organization to Its Environment	311
Societal Concerns	313
Increasing Workforce Readiness	313
Upgrading Skills for Reemployment	317
Enhancing Fairness and Creating Opportunities	320
Conclusion	322
References	323
<i>Appendix: Learning by Doing!</i>	329
<i>Index</i>	334