

## Aligning Training To Business Results

Now more than ever, organisations are demanding that the learning function be tightly aligned with business goals - focused on critical business issues, delivered with minimal work interruption, and expressed in terms that reflect the organisation's business model and metrics. *Strategic Learning Alignment* provides a complete road map for building a solid connection between learning and strategy, based on the four-step Strategic Learning Alignment Model.

This book "is designed to answer some of the most fundamental questions surrounding e-learning today : does e-learning work? How much does e-learning benefit both the organization and its learners? Is e-learning a wise investment or a waste of corporate resources?" - inside cover.

The first two editions of the Handbook of Human Performance Technology helped define the rapidly growing and vibrant field of human performance technology - a systematic approach to improving individual and organizational performance. Exhaustively researched, this comprehensive sourcebook not only updates key foundational chapters on organizational change, evaluation, instructional design, and motivation, but it also features breakthrough chapters on "performance technology in action" and addresses many new topics in the field, such as certification, Six Sigma, and communities of practice. Boasting fifty-five new chapters, contributors to this new edition comprise a veritable "who's who" in the field of performance improvement, including Geary Rummler, Roger Kaufman, Ruth Clark, Allison Rossett, Margo Murray, Judith Hale, Dana and James Robinson, and many others. Praise for the third edition of the Handbook of Human Performance Technology "If you are in the business of trying to improve organizational performance, this Handbook should be the first place you look for answers to questions about human performance technology." - Joseph J. Durzo, CPT, Ph.D., senior vice president and chief learning officer, Archstone-Smith "This newest edition of the Handbook provides an unparalleled, all-encompassing survey of the latest theory and its practical application in this emergent field. This book is a must-have reference for any professional wishing to systematically improve performance within their organization." - Weston McMillan, CPT, manager, training and development, eBay Inc. "An invaluable, engaging resource for anyone charged with improving workplace performance. It not only provides the background and foundations of our profession, but more importantly, it also provides the most up-to-date descriptions of how to apply HPT to drive results." - Rodger Stotz, CPT, vice president and managing consultant, Maritz Inc. "This book is filled with insights--both for those who are new to the field and also for those who are experienced. It offers concrete advice and examples on how to use HPT to impact business results and how to work successfully within organizations." - Anne Marie Laures, CPT, director, learning services, Walgreen Co. "The Handbook contains many of the secrets for improving the performance of individuals, groups, and organizations." - Robert F. Mager, author, *Analyzing Performance Problems and How to Turn Learners On...Without Turning Them Off*

Understand, anticipate, master, and leverage the seven powerful trends that are transforming workplace training and development! In *Seven Trends in Corporate Training and Development*, pioneering innovator Ibraiz Tarique offers actionable thought leadership on all seven trends, helping you address the new challenges they present, and leverage new opportunities they offer. Tarique focuses on strategic directions for training and development, while offering tangible and specific recommendations for addressing and anticipating all seven trends. His example-rich, best-practice coverage includes:  $\zeta$  How and why the role of training and development professionals is changing  $\zeta$  Impacts ranging from globalization and demographics to hybrid career paths  $\zeta$  What future learning systems will look like  $\zeta$  Leveraging emerging technologies and new approaches to collaboration  $\zeta$  Measuring training ROI  $\zeta$  Using training to develop new sources of talent  $\zeta$  Helping employees discern fact from opinion  $\zeta$  Applying powerful new insights into how adults learn  $\zeta$  Teaching agility  $\zeta$  Making person-centered learning work  $\zeta$  Getting more value from informal learning  $\zeta$  Using stretch assignments to strengthen critical thinking  $\zeta$  Leveraging "new experts" within and beyond your organization For all HR leaders and specialists with direct or indirect responsibility for organizational learning, including Directors of Learning and Development, Directors of Talent Management, Chief Learning Officers, HR Training Managers, and trainers

If you have questions about how to meet the demands of the new economy, corporate and organizational agendas, and the changing workplace you will find the answers in this well-written and concise book. *Reengineering the Training Function* provides a plan of action rich in strategies and tactics, full of specific guidelines and tools that can be put to use immediately. Learn how successful business reengineering and training practices parallel the reengineering of business processes. Any business that wants to remain competitive in a global marketplace will find this book relevant. Put these guidelines to work immediately to conduct a strategic training audit prior to initiating any reengineering process. You can change the process of training and control the new continuous learning organization with *Reengineering the Training Function*.

Effective talent management is about aligning the business's approach to talent with the strategic aims and purpose of the organisation. The core rationale of any talent strategy should be to have a direct positive impact on the organisation's goals but in many cases this is not so. The ideas, principles and approaches outlined here will enable the reader to understand the strategic nature of talent and design a response that meets the needs of their own organisation. Case studies are used to illustrate the concepts and proven methodologies guide the day-to-day practice of the reader. The content will link the strategic intent of HR with the practical actions it takes to make a positive impact on the business's results. The author begins by examining the disconnected nature of talent management in many organisations; how at times it has been a response to trends and seen by many as a bolt on to HR and he proposes a different model, one that links clearly the development of a talent strategy with the achievement of a business strategy. Mark Wilcox summarises succinctly the case for a more strategic approach to talent management, one directly linked to business performance. He concludes that the time is now right for talent management, and therefore many HR managers, to move from a functional support role to one with a direct strategic impact on the business.

Drive better business strategy with practical analytics for people data *Optimize Your Greatest Asset — Your People* brings advanced analytics into Human Resources, giving you a framework for optimizing human capital investments through predictive analysis. You'll learn how to transition from anecdotes and surveys to more advanced measurement techniques, and combine the data from multiple systems into a unified plan of action that improves business results. Practical examples and case studies show how these techniques are applied in real-world settings, and executives and thought leaders weigh in on how advanced analytics are informing better business decisions every day. Coverage includes the latest research on the state of current HR measurement techniques, as well as the important considerations surrounding data security and employee trust. Executives and managers alike are swimming in pools of people data, spread across multiple systems that don't talk to each other. This book shows you how to bring that data together, organize it, and turn it into useful information, and how to build your data strategy to take advantage of the wealth of available tools. Produce actionable intelligence with data from multiple systems Move beyond activity metrics and into advanced measurements Create stronger policy covering security, privacy, and ethics Achieve sophisticated HR analytics without breaking employee trust It's time for HR leaders to get over their fear of Big Data. Good data drives good business, and human capital is the biggest asset a company has. Start measuring the things that matter, and start turning those measurements into actual information that goes beyond the spreadsheet. *Optimize Your Greatest Asset — Your People* shows you how to get started, and where to go from there.

Foundational guidance you've been looking for *The best organizations recognize that no leader or employee can be expert in everything, but that everyone needs to be at their best if organizations are to be productive and successful. If your goal is to develop talent within your organization, this concise yet foundational book has the keys to success. Renowned industry leader and*

bestselling author Elaine Biech guides you through getting started, designing and implementing your talent development program, demonstrating success, and planning next steps. But just as important, she poses critical questions that only you and your organization can answer. Biech interweaves best practices with the latest technology to offer many templates, tools, worksheets, and tips to help you explore how to support your organization into the future. Starting a Talent Development Program is part of a new ATD series, *What Works in Talent Development*, which addresses the most critical topics facing today's talent development practitioners. Each book in the series is written for trainers, by trainers, and offers an examination of core subject matter and a defined way to solve real issues.

**HANDBOOK of IMPROVING PERFORMANCE IN THE WORKPLACE Volume 3: Measurement and Evaluation** Volume Three of the *Handbook of Improving Performance in the Workplace* focuses on Measurement and Evaluation and represents an invaluable addition to the literature that supports the field and practice of Instructional Systems Design. With contributions from leading national scholars and practitioners, this volume is filled with information on time-tested theories, leading-edge research, developments, and applications and provides a comprehensive review of the most pertinent information available on critical topics, including: Measuring and Evaluating Learning and Performance, Designing Evaluation, Qualitative and Quantitative Performance Measurements, Evidence-based Performance Measurements, Analyzing Data, Planning Performance Measurement and Evaluation, Strategies for Implementation, Business Evaluation Strategy, Measurement and Evaluation in Non-Profit Sectors, among many others. It also contains illustrative case studies and performance support tools. Sponsored by International Society for Performance Improvement (ISPI), the *Handbook of Improving Performance in the Workplace*, three-volume reference, covers three core areas of interest including Instructional Design and Training Delivery, Selecting and Implementing Performance Interventions, and Measurement and Evaluation.

"All learning leaders want their organizations to be perceived as great, but what makes a "great" training organization? How does a training organization achieve greatness, particularly from the perspective of the corporate execs, learners, and any customers, clients and partners that interact with it? This book presents findings that are based on the data, information, and experiences shared with Training Industry, Inc. by several hundred learning professionals over a five-year span, from 2008 to 2012. These eight process capabilities, outlined below, have been identified as the key functions in the design, delivery and management of corporate workforce training. Strategic Alignment: Designing learning programs that align with business objectives:

ContentDevelopment: Designing, developing, managing and maintaining content; Delivery: Managing a network of instructors and delivering content using multiple modalities; Diagnostics: Identifying causes of problems and making recommendations; Reporting & Analysis: Defining business metrics and reporting the data to make business improvements; Administrative Services:

Scheduling, registering and performing other learning operations and support functions; Technology Integration: Integrating learning technologies with each other or with other corporate applications; Portfolio Management: Managing, rationalizing, maintaining and updating large portfolios of programs. This book consists of eight sections, focusing on each of the process capabilities in detail and presenting practice ratings data. In addition, individual practices are explained further, noting specific procedures or scenarios and how they are best executed, all supported by best practices and advice from learning leaders."--Publisher's website.

#1 New York Times Bestseller Legendary venture capitalist John Doerr reveals how the goal-setting system of Objectives and Key Results (OKRs) has helped tech giants from Intel to Google achieve explosive growth—and how it can help any organization thrive. In the fall of 1999, John Doerr met with the founders of a start-up whom he'd just given \$12.5 million, the biggest investment of his career. Larry Page and Sergey Brin had amazing technology, entrepreneurial energy, and sky-high ambitions, but no real business plan. For Google to change the world (or even to survive), Page and Brin had to learn how to make tough choices on priorities while keeping their team on track. They'd have to know when to pull the plug on losing propositions, to fail fast. And they needed timely, relevant data to track their progress—to measure what mattered. Doerr taught them about a proven approach to operating excellence: Objectives and Key Results. He had first discovered OKRs in the 1970s as an engineer at Intel, where the legendary Andy Grove ("the greatest manager of his or any era") drove the best-run company Doerr had ever seen. Later, as a venture capitalist, Doerr shared Grove's brainchild with more than fifty companies. Wherever the process was faithfully practiced, it worked. In this goal-setting system, objectives define what we seek to achieve; key results are how those top-priority goals will be attained with specific, measurable actions within a set time frame. Everyone's goals, from entry level to CEO, are transparent to the entire organization. The benefits are profound. OKRs surface an organization's most important work. They focus effort and foster coordination. They keep employees on track. They link objectives across silos to unify and strengthen the entire company. Along the way, OKRs enhance workplace satisfaction and boost retention. In *Measure What Matters*, Doerr shares a broad range of first-person, behind-the-scenes case studies, with narrators including Bono and Bill Gates, to demonstrate the focus, agility, and explosive growth that OKRs have spurred at so many great organizations. This book will help a new generation of leaders capture the same magic.

Companies live or die based on their ability to communicate and deliver on the promise their brand makes to its customers. But if that message is varied, or added to, or even unknown by a single member of the team, the resulting inefficiency, conflict, and disengagement will cripple a company's ability to provide value to its customers. Thus, it cannot be overemphasized how important it is for leaders to ensure the company's mission is manifested in the roles, expectations, and goals of each and every member of the organization. *True Alignment* reveals the blueprint for businesses of all types and sizes for creating a company culture where everyone is aligned to the vision and strategy behind the brand intention and responsible for living out the brand promise. Readers will learn how to:

- Decipher customer expectations
- Define the brand as a solution to the customer's needs
- Turn the unique selling proposition into the mission
- And much more

You can replace the tires on a car, but if you don't fix the alignment, you still won't drive straight. The same goes for your company. Nothing else matters until the entire organization is aligned.

The defining attributes of the 21st-century economy and fourth industrial revolution are innovation, technology, globalization, and a rapid pace of change. Therefore, an organization's capacity to enhance the capabilities of its workforce and create a culture of continuous learning are vital to remaining competitive. These trends make an effective learning-and-development (L&D) function more critical than ever. This compendium of articles, from L&D professionals at McKinsey & Company, discusses every facet of professional development and training—from ensuring that L&D's efforts are closely aligned with business strategy to elements of advancing the L&D function, designing learning solutions, deploying digital learning, executing flawlessly, measuring impact, and

ensuring good governance. For L&D professionals seeking to hone their organization's efforts, *Elevating Learning & Development: Insights and Practical Guidance from the Field* is the ideal resource.

Whether you're an HR or OD professional or work in a training department, learn to apply the principles of follow-through management within your organization in the new edition of this bestselling resource. Incorporating new research on learning and learning transfer, along with new case studies, interviews, and tools, this edition shares guidelines, proven in practice by many Fortune 500 companies, on how to design comprehensive learning experiences in leadership and management, sales, quality, performance improvement, and professional certification. You'll discover the theories and principles underlying the approach, as well as the practical methods, tools, and roadmaps for bridging the "knowing-doing" gap. Praise for the Second Edition of *The Six Disciplines of Breakthrough Learning*: "No other book in the last decade has been more important for the workplace learning field. The second edition is even better, incorporating new wisdom learned in the crucible of real-world practice."—Will Thalheimer, Ph.D., president, Work-Learning Research, Inc. "Simply put, this book is a critical read for anyone who wants to ensure that the time and money spent in development produces results."—Teresa Roche, vice president and chief learning officer, Agilent Technologies "The Six Disciplines brings together many of the most important principles of corporate training in an easy-to-understand, highly visual format. Readers will find this book filled with examples, models, and practical tools you can use to create high-impact learning solutions in your own organization."—Josh Bersin, president and chief executive officer, Bersin & Associates "Wick, Pollock, and Jefferson have a well-proven formula for moving learning from an academic exercise to business results. Their 6Ds offer all leaders specific and concrete things that they can do to turn learning into results."—Dave Ulrich, professor, Ross School of Business, University of Michigan, and partner, The RBL Group "I introduced *The Six Disciplines* to GE's Global Learning Council and I am very glad that I did. *The Six Disciplines* gives us a common language and a common process that work very well in GE."—Jayne Johnson, director, Global Leadership Development, General Electric "The 6Ds model provided a powerful framework for designing high-impact learning programs that helped to shape our approach to learning and to align our learning leaders across the organization. The second edition adds insights and tools that make this edition even more relevant, practical, and valuable."—Robert Sachs, Ph.D., vice president, Learning and Development, Kaiser-Permanente "Embracing the Six Disciplines has allowed us to develop truly innovative high-impact leadership programs that have changed the trajectory of our firm."—Carol Bonett, vice president, leadership development officer, Morgan Stanley Smith Barney LLC

Making informed decisions is the essential beginning to any successful development project. Before the project even begins, you can use needs assessment approaches to guide your decisions. This book is filled with practical strategies that can help you define the desired results and select the most appropriate activities for achieving them.

Everything you need to know to become a first class business trainer, from working out how people learn, to finding out if you can be a trainer, through to showing you the tools and models that will allow you to be a successful educator and teacher. *The Financial Times Guide to Business Training* shows you how to develop, design and deliver outstanding business training. Written by two of the UK's leading business trainers and based on extensive research into what the best trainers say and do, this book:

- Is a single reference for anyone involved in business training whether you are newly qualified or experienced, a freelance trainer or already embedded in learning and development departments
- Provides a comprehensive resource of ideas, tools and approaches
- Will help you improve the quality of all aspects of your training needs, including analysis, planning and delivery
- Reveals the secrets of outstanding business training so that you can improve your reputation and results
- Answers commonly asked questions
- Offers support on your training journey via [www.ftguidetobusinessstraining.com](http://www.ftguidetobusinessstraining.com)

What difference can an aspiring HR strategist really make to business value? Is HR making the most of its new opportunities to become a pivotal part of the business? In a world where HR can suffer from a low, administrative profile, Linda Holbeche shows how some HR strategists have impressed and delivered at the highest level. Building on surveys undertaken through *Personnel Today* magazine, and research via Roffey Park Institute, Holbeche provides a set of tools and case studies that show how HR strategists have utilised their skills to deliver a variety of key business objectives, often within their current job role. The relationship between an effective people strategy and business success is hard to quantify in financial terms, but Holbeche provides persuasive examples to add to the growing body of evidence. Case studies include Mergers & Acquisitions policies, organizational design, retaining high flyers in an international environment, and core competency approaches. Linda Holbeche's previous book on *Motivating People in Lean Organizations* was shortlisted for the MCA book prize in 1998.

**#1 NEW YORK TIMES BESTSELLER** • A clear-eyed account of learning how to lead in a chaotic world, by General Jim Mattis—the former Secretary of Defense and one of the most formidable strategic thinkers of our time—and Bing West, a former assistant secretary of defense and combat Marine. "A four-star general's five-star memoir."—*The Wall Street Journal* *Call Sign Chaos* is the account of Jim Mattis's storied career, from wide-ranging leadership roles in three wars to ultimately commanding a quarter of a million troops across the Middle East. Along the way, Mattis recounts his foundational experiences as a leader, extracting the lessons he has learned about the nature of warfighting and peacemaking, the importance of allies, and the strategic dilemmas—and short-sighted thinking—now facing our nation. He makes it clear why America must return to a strategic footing so as not to continue winning battles but fighting inconclusive wars. Mattis divides his book into three parts: Direct Leadership, Executive Leadership, and Strategic Leadership. In the first part, Mattis recalls his early experiences leading Marines into battle, when he knew his troops as well as his own brothers. In the second part, he explores what it means to command thousands of troops and how to adapt your leadership style to ensure your intent is understood by your most junior troops so that they can own their mission. In the third part, Mattis describes the challenges and techniques of leadership at the strategic level, where military leaders reconcile war's grim realities with political leaders' human aspirations, where complexity reigns and the consequences of imprudence are severe, even catastrophic. *Call Sign Chaos* is a memoir of a life of warfighting and lifelong learning, following along as Mattis rises from Marine recruit to four-star general. It is a journey about learning to

lead and a story about how he, through constant study and action, developed a unique leadership philosophy, one relevant to us all.

"Developing Results: Aligning Learning's Goals and Outcomes With Business Performance Measures is intended to examine the ways in which high-performing organizations approach the evaluation of learning and tie that measurement to overall business performance measures. The Study found that a strong correlation exists between goal alignment and market performance, as well as a strong correlation between alignment and a learning function that is effective at meeting its own goals and the organization's goals. Some of the issues and topics addressed include: the development of the learning strategy, the measurement of learning's impact on results, and the challenges to maintaining and measuring alignment.

As learning professionals, we need to make sound decisions about which talent development strategies to pursue, ones that will provide the biggest benefit to our organization. To do so, we must have information that guides us toward solutions that measurably help our organization achieve strategic objectives. This issue of TD at Work will describe:

- how learning and talent development (LTD) professionals can reinvigorate their roles in their organization
- essential skills for the new generation of LTD professionals
- the SCALE process, and how it can help you match training initiatives with business objectives
- how to uncover stakeholder perspectives, optimize strategic alignment, and monitor your training effectiveness.

Defining business alignment as the process of "ensuring that a new project, program, or process is connected directly to business impact measures, usually expressed in terms such as output, quality, cost, or time," 10 Steps to Successful Business Alignment offers concrete, detailed input, suggestions and now-how on how to plan for, implement, create, and maintain effective alignment for projects of nearly every size and scope. This book covers the full spectrum of issues related to alignment, including planning the alignment with clients; determining payoff, business, performance, and preference needs; addressing high-level objectives; measuring impact; reporting the results of the alignment; and more. Some of the topics on which this volume drills down into useful detail include:

- ? How and when to discuss alignment with clients
- ? Which projects are (and which projects aren't) appropriate for applying alignment
- ? A detailed, highly objective review of how to measure the impact of alignment
- ? The most effective ways to report and communicate your results

Truly a comprehensive resource on alignment, 10 Steps to Successful Business Alignment delivers practical insight on every step of the process

To be successful, you must be able to quantify the results of your outcomes. In volume 4, you'll learn how to accurately measure the success of your training programs. Detailed sections show you how to collect data, conduct focus groups, and calculate your return on investment--all the steps you need to evaluate learning outcomes.

What difference can the aspiring HR strategist really make to business value? In the new edition of her ground-breaking book, Linda Holbeche answers this question and provides the tools and insights to help HR managers and directors add value to the organization by implementing effective HR initiatives that are aligned to core business strategies. Featuring updated profiles and case studies from top HR strategists who have used their skills to deliver a variety of key business objectives, *Aligning Human Resources and Business Strategy*, 2nd edition provides inspiration and guidance on how to apply the theory to challenges in your organization. Learn how you can strengthen and prove the relationship between people strategy and business success through your approach to performance and development and impress at the highest levels with this new edition of an HR classic. Linda Holbeche is Director of Research and Policy at the Chartered Institute of Personnel and Development (CIPD). Linda chairs and speaks at meetings and conferences worldwide and appeared at number six in *Human Resources* magazine's HR most influential 2008 roll call of top industry thinkers.

Aligning your training initiatives to organizational strategy and objectives ensures that training is relevant and drives organizational goals. Readers will learn how to use strategic learning alignment to create an unprecedented alliance between learning and their business partners. Learn to assess your current level of alignment, understand your business customer, engage business leaders, and communicate your results. This book provides a detailed model, real-world application, and tools to help reader take and keep their "seat at the table."

The balanced scorecard (BSC) is increasingly the strategic business tool of choice for many organizations. One of the four components of the BSC, "learning and growth," is largely misunderstood, underutilized, and ineffectively applied. The BSC framework provides an opportunity for management and workplace learning and performance professionals to communicate through a common language, establish realistic and measurable targets, and align and support the rest of the organization in a strategic way. This book provides proven guidance and customizable tools to measure the role of learning and performance, link it to organizational objectives, and communicate to management results in a common language.

This book provides a guide to the process of accrediting training programs, sets out how to achieve consistent measurement of the results of training, and explains why accreditation is critical for capturing and developing today's workers' skills, aiding retention, and boosting strategic organizational credibility with millennials. Workplace and executive training is a multi-billion dollar industry and yet an enormous percentage of that budget is spent on programs that have never been rigorously examined to ensure that they are fit for purpose and deliver value for the money. If you're signing off on that budget, or asking your people to spend time on training programs, shouldn't that concern you? Training accreditation offers vital quality assurance, ensures global consistency of results and delivers accountability for learning and performance outcomes. Apart from delivering better results and greater ROI, organizations can differentiate themselves from their competitors in the employment marketplace by offering accredited proprietary training. After all, digital natives, and indeed all of today's most talented potential employees, expect (and increasingly demand) the high quality, engaging and transferable employee development that only accredited programs can deliver. Aligning with the standards set by the International Association of Continuing Education and Training (IACET) – today's premier accreditation body for training programs – the authors offer principles for quality program structure, delivery, and improvement needed to achieve accreditation. They share practices used by high quality training program managers today, covering business alignment and program administration along with the planning, design, delivery and evaluation of learning systems.

Business results, major change, project initiatives can be achieved more easily than imagined. Strategic Organizational Alignment shows you how and points out the reasons why most excuses businesses make for inadequate implementations are wrong. Through stories, illustrations, and step-by-step guides, Crosby shows you a simple, profound, and repeatable way to ensure your business aligns its employees and has a clear path to success. This book will help you to learn how to focus your workplace on the dynamics critical to achieving greater productivity.

As an L&D professional, you know not to take a client request at face value. But can you steer misguided initiatives in the right direction, arriving at a solution that works for your customers and your company? Partner for Performance is the key to aligning your learning and development role with your organization's greatest needs. Performance improvement specialists Ingrid Guerra-López and Karen Hicks offer a framework for fast-tracking your growth as an ally to managers and a consultant to business leaders. Their structured, yet versatile method is a fit for any organization, and you can use it throughout the learning-solution process. Form lasting partnerships with stakeholders. Generate, share, and use performance data that support decision making and action. And help your organization avoid failed training initiatives that waste effort, time, and money, while brewing employee disengagement. Change the L&D status quo and build credibility for your department --Partner for Performance will show you how.

"This second edition of the Handbook provides a comprehensive examination of lifelong learning. With 38 chapters (12 new and 23 updated), the approach is interdisciplinary, spanning human resources development, adult learning (educational perspective), psychology, career and vocational learning, management and executive development, cultural anthropology, the humanities, and gerontology. It covers trends that contribute to the need for continuous learning, considers psychological characteristics that relate to the drive to learn and the personal and professional value of learning throughout life, reviews existing theory and research on adult learning, describes training methods and learning technologies for instructional design, and explores current and future challenges to support continuous learning. Chapters examine individual differences in learning motivation, styles of learning, and learning at different stages of adult life. They also account for situational conditions that stimulate, facilitate, or pose barriers to learning"--

What makes some training programs successful while others produce disappointing results? The answer, says Ron Stone, lies in the processes trainers employ to determine needs, design and develop programs, deliver the training, and partner to get business results. It is time to reexamine these processes, says the author, and bring them into the twenty-first century. In *Aligning Training for Results* Stone provides a potent, comprehensive, and versatile resource to help guide trainers through assessing, designing, and delivering training solutions that achieve real and measurable results. Many training programs have a limited chance to succeed, Stone explains, because trainers have not focused on the factors that really matter. This book lays out the five critical factors of alignment that drive the entire training process to desired results. The author addresses all aspects of the training process, beginning with needs assessment and ending with designing transfer strategies—and shows how to align training with business needs and goals. The guidelines, techniques, and tools in the book integrate best practices with the best available empirical evidence in making decisions about how to design and deliver training for business results. By following the author's research-based methods, trainers will sharpen their consulting skills, learn how to eliminate time wasters, clarify performance execution and outcome requirements, and—most important—satisfy the needs of clients. Full of evidence-based templates, strategies, assessments, and other tools, *Aligning Training for Results* communicates a foundation of concepts and principles, and a systematic process demonstrating how to create, sustain, and align training solutions to get business results.

Develop a library staff training program that really works! To stay on top of the lightning-fast changes in the library field and provide your patrons with the best service possible, you need to establish and sustain an effective program for training your staff. *The Practical Library Trainer* examines the concept of the library as a learning place for patrons and staff, offering a comprehensive view of training from an administrator's perspective. Bruce E. Massis, author of *The Practical Library Manager* (Haworth), addresses the essential issues of how to develop a strong program of continuous instruction, including customer service, reporting, recruitment, and retention of staff. The book focuses on the integration of staff training as a blended activity instead of an intervention, quelling the notion of training as an "add-on" to existing staff duties. The current information-rich environment provides your patrons with an abundance of resources to choose from for their research needs. But they can't do it alone—they need direction from a knowledgeable librarian who can recognize the pedigree, currency, and validity of licensed resources, particularly those available through electronic means. *The Practical Library Trainer* uses the goal of long-range customer service as a starting point, emphasizing the return on investment possibilities from blended training methods as a key to meeting your patrons' high expectations of service. The book also provides examples from outside the library community to demonstrate the importance of training on a non-library setting and looks at future training issues. *The Practical Library Trainer* examines: types of staff training (formal, informal, employer-provided, qualifying, skill improvement) strategies for recruiting and retaining a staff blended learning e-training in-house training how to use professional conferences as continuing education opportunities how to evaluate your training program a sample of an "anywhere, anytime" education and training program and much more! *The Practical Library Trainer* is an important resource for making sure your patrons get the most from your library—and your staff.

This affordable text covers the management of both human resource systems and employees in local government settings. It focuses on the significant changes facing local governments, especially the growing demand for increased Work-Life balance as an integral component of human resource management.

Consultants Dana and James Robinson work with clients to define performance requirements, determine performance gaps and training needs, and ensure that the work environment will support expected performance. Their new book is designed to help organizations move away from focusing on what employees need to learn, to a focus on performance to meet key organizational needs.

Today's economic climate means that anyone involved in training and development must be able to measure its effect

on business performance. With a focus on costs, benefits, and return on investment, this book provides a comprehensive reference for those who are learning about or implementing an evaluation system. This new edition is fully revised and updated to reflect current developments, with step-by-step guidance on a range of vital topics, including: Developing a results-based approach to HRD Evaluation design Data collection and measuring success Calculating program costs and ROI Increasing management support for HRD programs. With end-of-chapter discussion questions and an accompanying online Instructor Guide, this fourth edition provides sound theory and practical solutions. The Handbook of Training Evaluation and Measurement Methods is a complete and detailed reference guide suitable for HRD professionals and students in advanced courses in HRD, training evaluation, and program evaluation.

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