<<学习价值>>

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内容概要

The Value of Learning is a hands-on guide for the implementation of learning and development programs that can be applied across all types of programs, ranging from leadership development to basic skills training for new employees. In this book, Patti Phillips and Jack J. Phillips offer a proven approach to measurement and evaluation for learning and development that can be replicated throughout an organization, enable comparisons of results from one program to another, and ultimately improve ROI.



书籍目录

List of Exhibits, Figures, and Tables. Preface. Acknowledgments. Chapter One: Building a Comprehensive **Evaluation Process.** Key Questions. Global Evaluation Trends. Measurement and Evaluation Challenges. Benefits of Measurement and Evaluation. The Myths of Measurement and Evaluation. Key Steps and Levels and Steps. Chain of Impact. ROI Process Model. Objectives. Issues. Stakeholders. Evaluation Planning. Data Collection. Analysis. Isolation of the Effects of Learning and Performance Improvement. Conversion of Data to Monetary Values. The Cost of Programs. The Return on Investment Calculation. Operating Standards. Intangible Benefits. Data Reporting. Implementation Issues. Final Thoughts. Chapter Two: Defining Needs and Objectives: Ensuring Business Alignment. The Challenge. Business Alignment Issues. Begin with the End in Mind. Required Discipline. The Needs Analysis Dilemma. THE POTENTIAL PAYOFF. Key Questions. Obvious vs. Not So Obvious. The Reasons for New Programs or Projects. Determining Costs of the Problem. The Value of Opportunity. To Forecast or Not to Forecast. Defining the Business Measure-Hard Determination of Business Needs. Determining the Opportunity. Defining the Business Need-Soft Data. Using Tangible vs. Intangible-A Better Approach. Exploring "What If. . . ?". Job Performance Needs. Sources of Impact Data. Identifying All the Measures. Analysis Techniques. Taking a Sensible Approach. Learning Needs. Subject-Matter Experts. Job and Task Analysis. Observations. Demonstrations. Tests. Management Assessment. Preference Needs. Key Issues. Levels of Objectives for Programs. Impact Studies. Reaction and Planned Action. Objectives. Application and Implementation Objectives. Business Impact Objectives. ROI Objectives. Final Thoughts. Chapter Three: Measuring Inputs and Indicators. The Importance of Specific Objectives. Measuring Input and Indicators. Defines the Input. Reflects Commitment. Facilitates Benchmarking. Provides Cost Data. Tracking Participants. Explains Coverage. Highlights Efficiencies. Tracking Tracking Coverage by Jobs and Functional Areas. Tracking Topics and Programs. Tracking Tracking Costs. Pressure to Disclose All Costs. Requests. Tracking Delivery. The Danger of Costs Learning Program Steps and Costs. Sources of Costs. Prorated Versus Direct Costs. Employee Benefits Factor. Major Cost Categories. Cost Reporting. Tracking Efficiencies. Tracking for the Scorecard. Defining Key Issues. Input Is Not Results. Outsourcing. Executives Should Be Minimized. The Data Represent Operational Concerns. This Data Must Be Automated. Final Thoughts. Chapter Four: Measuring Reaction and Planned Action. Why Measure Reaction and Early Feedback Is Essential. Planned Action?. Customer Service. Making Adjustments and Changes. For Some, This Is the Most Important Data. Comparing Data with Other Programs. Predictive Capability. Participants' Managers. Creating a Macro Scorecard. Sources of Data. Participants. Facilitators. Sponsors/Senior Managers. Areas of Feedback. Content vs. Non-Content. The Deceptive Feedback Cycle. Key Areas for Feedback. Overall Evaluation. Timing of Data Collection. Early, Detailed Feedback. Pre-Assessments. Collecting at Periodic Intervals. For Long Programs with Multiple Parts. Data Collection with Questionnaires and Surveys. Questionnaire/Survey Design. Intensities. Questionnaire/Survey Response Rates. Sample Surveys. Data Collection with Interviews and Focus Improving Reaction Evaluation. Keep Responses Anonymous. Groups. Have a Neutral Person Collect the Explain the Purpose of the Feedback and How It Will Be Used. Provide a Copy in Advance. Forms. Explore an Ongoing Evaluation. Consider Quantifying Course Ratings. Collect Information Related to Allow Ample Time for Completing the Form. Delayed Evaluation. Improvement. Ask for Honest Building the Macro-Level Scorecard. Feedback. Shortcut Ways to Measure Reaction and Final Thoughts. Chapter Five: Measuring Learning and Confidence. Perceived Value. Why Measure Learning The Learning Organization. The Learning Transfer and Confidence?. The Importance of Intellectual Capital. The Compliance Issue. The Use and Development of Competencies. The Role of Learning in The Chain of Impact. Consequences of an Unprepared Workforce. Programs. Certification.

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Challenges and Benefits of Measuring Learning. The Challenges. The Benefits. Measurement Issues. Objectives. Typical Measures. Timing. Cognitive Levels of Bloom's Taxonomy. Data Collecton Questionnaires/Surveys. Methods. Criterion-Referenced Tests. Performance Tests. Technology and Assessment Center Method. Role Playing/Skill Practice. Task Simulations. Case Studies. Informal Assessments. Administrative Issues. Reliability and Validity. Exercises/Activities. Pilot Testing. Readability. Reporting. Confronting Test Consistency. Monitoring. Scoring. Final Thoughts. Chapter Six: Measuring Application and Implementation. Using Learning Data. Why Measure Application and Implementation?. The Value of Information. A Key Transition Time. The Key Focus of Many Programs. The Chain of Impact. Barriers and Enablers. Reward Those Who Are Challenges of Measuring Application and Implementation. Most Effective. Linking Application with Designing Data Collection into Programs. Applying Serious Effort to Level 3 Evaluation. Including Level 3 in the Needs Assessment. Developing ROI with Application Data. Key Issues. Methods. Objectives. Topics to Explore. Sources. Timing. Responsibilities. The Use of Relevance/Importance of the Program. Questionnaires. Progress with Objectives. Knowledge/Skill Use. Changes with Work/Action Items. Improvements/Accomplishments. Monetary Value. Total Impact. Improvements Linked with the Program. List of Other Factors. Perceived Value. Links with Output Success of the Program Team. Barriers and Enablers. Management Support. **Appropriateness** Measures. of Program and Suggestions for Improvement. Checklist. Improving Response Rates. Data Collection with Types of Interviews. Data Collection with Focus Groups. Interview Guidelines. **Applications** for Focus Group Evaluation. Guidelines. On-the-Job Observation. Guidelines for Effective Observation. The Use of Action Plans and Follow-Up Assignments. Developing the Action Plan. Successful Use of Action Plan Advantages and Disadvantage. The Use of Performance Contracts. Transfer of Developing ROI for Level 3. Final Thoughts. Chapter Seven: Measuring and Isolating Data Use. Learning. the Impact of Programs. Higher-Level Data. Why Measure Business Impact?. Breaking the Chain of A Business Driver for Many Programs. Show Me the Money Data. Easy to Measure. Common Types of Impact Measures. Tangible Versus Intangible. Hard Versus Soft Data. Specific Measures Linked to Programs. Identify Appropriate Measures9. Business Performance Data. Convert Current Measures to Usable Ones. The Use of Action Plans to Developing New Measures. Develop Business Impact Data. Set Goals and Targets. Define the Unit of Measure. lace a Monetary Value Isolate the Effects of on Each Improvement. Implement the Action Plan. Provide Specific Improvements. Provide a Confidence Level for Estimates. Collect Action Plans at Specified Time Intervals. the Program. Summarize the Data and Calculate the ROI. Advantages of Action Plans. Use of Performance Contracts to The Use of Questionnaires to Collect Business Impact Data. Measure Business Impact Data. When You Don't When the Measure Is a Defined Set. When the Measure Is Known. Response Rates. Have a Clue. Selecting the Appropriate Data Collection Method for Each Level. Isolating the Effects of the Program. Identifying Other Factors: A First Step. Using Control Groups. Trend-Line Analysis. Forecasting. Final Thoughts. Chapter Eight: Benefits, Costs, and ROI. Use of the Techniques. Estimates. Calculate Monetary Benefits?. Value Equals Money. Impact Is More Understandable. Money Is Necessary for Monetary Value Is Needed to Understand Problems. Key Steps to Convert Data to Money. ROI. Standard Calculating the Cost of Quality. Monetary Values. Converting Output Data to Money. Converting Employee Time Using Compensation. Finding Standard Values. Data Conversion When Standard Values Are Not Available. Using Historical Costs from Records. Using Input from Experts to Convert Soft Data. Using Values from External Databases. Linking with Other Measures. Using Estimates from Participants. Using Estimates from the Management Team. Using Staff Estimates. Technique Selection and Finalizing Use the Technique Appropriate for the Type of Data. the Values. Move from Most Accurate to the Least Consider the Resources. When Estimates Are Sought, Use the Source with the Broadest Perspective Accurate. Use Multiple Techniques When Feasible. Apply the Credibility Test. on the Issue.

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Is This Another Program? Consider a Potential Management Adjustment. Consider the Needs. Short-Term/Long-Term Issue. Consider an Adjustment for the Time Value of Money. Why Monitor Costs? Fundamental Cost Issues. Why Measure ROI? Monitor Costs, Even If They Are Not Needed. Cost-Tracking Issues. Prorated Versus Direct Costs. Employee Benefits Factor. Major Cost Categories. Initial Analysis and Assessment. Acquisition Costs. Application and Development of Solutions. Implementation Costs. Maintenance and Monitoring. Support and Overhead. Evaluation and Reporting. BCR/ROI Calculations. Cost Accumulation and Estimation. Basic ROI Issues. Other ROI Measures. Final Thoughts. Chapter Nine: Intangible Benefits: Measuring the Hard to Measure and the Hard to Value. Why Intangibles Are Important. Intangibles Are the Invisible Advantage. We Are Entering the Intangible Measurement and More Intangibles Are Converted to Tangibles. Intangibles Drive Programs. Analysis of Intangibles. Measuring the Intangibles. Converting to Money. Identifying Intangibles. Analyzing Intangibles. Customer Service. Cooperation/Conflict. Team Effectiveness. Decisiveness/Decision Making. Communication. Innovation and Creativity. Employee Attitudes. Employee Satisfaction. Organizational Commitment. Employee Engagement. Employee Capability. Experience. Knowledge. Learning. Competencies. Educational Level. Attention. Leadership. 360-Degree Feedback. Leadership Inventories. Leadership Perception. Job Creation and Acquisition. Productivity Versus Job Growth. Importance of Job Creation and Growth. Recruitment Sourcing and Effectiveness. Recruitment Efficiency. Stress. Networking. Final Thoughts. Chapter Ten: Results Why the Concern About Communicating Results? Communication Is Necessary to Make Reporting. Improvements. Communication Is Necessary to Explain Contributions. Communication Is a Politically Different Audiences Need Different Information. Sensitive Issue. Principles of Communicating Results. Communication Must Be Timely. Communication Should Be Targeted to Specific Audiences. Communication Should Be Unbiased and Modest. Should Be Carefully Selected. Communication Must Be Testimonials Are More Effective Coming from Respected Individuals. The Audience's Opinion of the Program Will Influence the Communication Strategy. The Process for Communicating Results. Need for Communication. Planning the Communications. The Audience for Communications. Selecting the Audience. Information Development: The Impact Study. Communication Media Selection. Interim and Progress Reports. Routine Communication Tools. E-Mail and Electronic Media. Program Brochures and Pamphlets. Case Studies. Routine Feedback on Program Progress. Presentation of Results to Senior Management. Streamlining the Communication. Building Scorecards. Reactions to Communication. Using Evaluation Data. Final Thoughts. Chapter Eleven: Implementation and Sustaining a Comprehensive Evaluation System. Why the Concern ABout Implementing and Sustaining Resistance Is Always Present. Implementation Is Key. Consistency Is Needed. Efficiency Is Evaluation?. Implementing the Process: Overcoming Resistance. Assessing the Climate. **Developing Roles** Necessary. and Responsibilities. Identifying a Champion. Developing the Evaluation Leader. Establishing a Task Assigning Responsibilities. Establishing Goals and Plans. Setting Evaluation Targets. Developing a Force. Timetable for Implementation. Revising or Developing Policies and Guidelines. Preparing the L&D Team. Involving the L&D Team. Using Measurement and Evaluation as a Learning Tool. Teaching the L&D Selecting the Initial Program. Developing the Planning Documents. Team. Initiating Impact/ROI Studies. Reporting Progress. Establishing Discussion Groups. Preparing the Sponsors and Management Team. Removing Obstacles. Dispelling Myths. Delivering Bad News. Monitoring Progress. Final Thoughts. Appendix: Self-Assessment Test. Glossary. About the Authors.

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