An All-New Edition of the Handbook that Started the Active Training Revolution

"I'm 'Gung Ho!' about *Active Training*. All trainers should find it a valuable reading experience. It is loaded with sound concepts and practical ideas."

-Ken Blanchard, coauthor, The One Minute Manager and Gung Ho!

"Active Training will give you a wealth of ideas to actively engage your participants and promote participant-centered training."

-Robert W. Pike, CSP, president, The Creative Training Techniques Companies

"Since its publication, *Active Training* has become a classic book in the field of training and development. A must-read for anyone who wants training to be effective and engaging."

-Sivasailam "Thiagi" Thiagarajan, author, Games by Thiag

"Active Training is required reading for all our students. They even buy extra copies for their HRD departments and tell us how it really changes the way their organizations view and conduct training."

-Brenda S. Gardner, Ph.D., director, executive HRD graduate program, Xavier University

"The skills and techniques in *Active Training* are now being applied by Bristol-Myers Squibb training professionals around the globe."

—Katy McWilliams, manager, sales force effectiveness. Bristol-Myers Squibl

"Mel Silberman is the person we turned to in order to give trainers a creative charge. *Active Training* is a wonderful depository of his training wisdom."

—Lenny T. Ralphs, director of certification, Franklin Covey Company

"If I could have only one book in my professional training library, this would be it!"

-Barbara Glanz, author, Care Packages for the Workplace

Jacket design by Jennifer Hines

JOSSEY-BASS/PFEIFFER

A Wiley Company 989 Market Street San Francisco, CA 94103-1741 415.433.1740; Fax 415.433.0499 800.274.4434; Fax 800.569.0443

www.pfeiffer.com

Business/Human Resource Development



-. Second **Edition** Jossey-Bass **Second Edition**

Handbook
of Techniques,
Designs,
Case Examples,
and Tips

Mel Silberman

Assisted by Carol Auerbach

Contents

Figures / viii Preface / xi Acknowledgments / xv

PART ONE INTRODUCING ACTIVE TRAINING / 1

The Nature of Adult Learning / 2 Concerns About Active Training / 8 The Delivery of Active Training / 10

PART TWO DESIGNING AN ACTIVE TRAINING PROGRAM / 13

Chapter 1. Assessing the Need for Training and the Participants / 19

Why Do Assessment? / 20 What Information Should Be Collected? / 22 How Can Information Be Collected? / 27 What if There Is No Time to Do a Proper Assessment? / 35

Chapter 2. Developing Active Training Objectives / 37

Setting Learning Goals / 38 Selecting Objectives / 40 Specifying Objectives / 42 Expressing Objectives / 43 Communicating Training Objectives to Others / 45

Chapter 3. Creating Opening Exercises / 49

What Opening Exercises Accomplish / 49 What to Keep in Mind When Creating Opening Exercises / 62 Ten Ways to Obtain Participation / 63

Chapter 4. Preparing Effective Lectures / 67

Five Ways to Gain Your Audience's Interest / 67
Five Ways to Maximize Understanding and Retention / 73
Five Ways to Involve Participants During a Lecture / 79
Five Ways to Reinforce Lectures / 84
An Example of a Well-Designed Lecture / 88

Chapter 5. Finding Alternative Methods to Lecturing / 93

Demonstration / 93
Case Study / 95
Guided Teaching / 101
Group Inquiry / 102
Information Search / 104
Study Group / 106
Jigsaw Learning / 108
Learning Tournament / 111
Applying the Alternatives to a Common Topic / 113

Chapter 6. Using Experiential Learning Approaches / 119

Role Playing / 119 Games and Simulations / 127 Observation / 132 Mental Imagery / 136 Writing Tasks / 140 Action Learning Projects / 145

Chapter 7. Designing Active Training Activities / 153

The Three Major Ingredients of Any Design / 153 Basic Questions About Any Design / 156 The Remaining Details / 157 Three Tips for Creative Designs / 159

Chapter 8. Sequencing Active Training Activities / 163

Basic Sequencing Guidelines / 163 Applying Sequencing Guidelines / 166 The Finer Side of Sequencing / 174 Experiential Learning Sequences / 178

Chapter 9. Providing for Back-on-the Job Application / 183

Prior to the Training Program / 183 During the Training Program / 185 At the End of the Training Program / 186

Chapter 10. Planning Active Training Programs / 201

The Macrodesign of an Active Training Program / 201 A Case Example of an Active Training Program / 202

PART THREE CONDUCTING AN ACTIVE TRAINING PROGRAM / 209

Chapter 11. Beginning an Active Training Program / 213

Preparing Yourself Mentally / 213
Arranging the Physical Environment / 216
Greeting Participants and Establishing Rapport / 221
Getting the Best From the First Thirty Minutes of Training / 223
Reviewing the Agenda / 225
Inviting Feedback to the Agenda / 226

Chapter 12. Gaining Leadership of the Training Group / 231

Setting Group Norms / 231 Controlling Timing and Pacing / 234 Getting the Group's Attention / 236 Increasing Receptivity to Your Leadership / 237 Handling Problem Situations / 237

Chapter 13. Giving Presentations and Leading Discussions / 247

Knowing Your Group / 247 Organizing Your Presentation / 251 Watching Your Body Language / 252 Adding Visuals / 254 Making Smooth Transitions / 257 Facilitating a Lively Discussion / 258

Chapter 14. Facilitating Structured Activities and Promoting Team Learning / 265

Structured Activities / 265 Team Learning / 275

Chapter 15. Concluding and Evaluating an Active Training Program / 283

Reviewing Program Content / 283
Obtaining Final Questions and Concerns / 285
Promoting Self-Assessment / 288
Focusing on Back-on-the-Job Application / 290
Expressing Final Sentiments / 291
Evaluating the Program / 292

References / 303 Index to Case Examples / 307 Index / 315 About the Author / 319