## <<学习价值>>

#### 图书基本信息

书名:<<学习价值>>

13位ISBN编号:9780787985325

10位ISBN编号:0787985325

出版时间:2007-1

出版时间: John Wiley & Sons Inc

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页数:425

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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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