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What Great Trainers Do: The Ultimate Guide to Delivering Engaging and Effective Learning

Robert Bolton, Dorothy Grover Bolton
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Corporate trainers are tasked with an awesome responsibility—helping individuals develop the skills they need to advance their careers and boost their organizations’ bottom lines. It’s a challenging job, but *What Great Trainers Do* is here to help—providing a proven structure for dynamic workshops along with surefire strategies for blending course content with fluid interaction. Readers will learn how to: Organize presentations for maximum impact Use activities to connect participants to the content and each other Create visual aids that reinforce key points Fine-tune their delivery Listen actively and read the group Address questions and concerns Make presentations interactive—involving learners early and often Manage the tough moments Handle resistance Use debriefs, demonstrations, and deliberate practice to solidify performance, improve applicability, and make training stick Adapt the course to fit the participants Promote positive group process And much more Great training doesn’t happen by accident. Accessible and practical, *What Great Trainers Do* is a one-stop resource for reliable, repeatable learning results.

It offers a comprehensive look at everything a trainer needs to know to deliver memorable, behavior-changing training that drives bottom-line results. —TD magazine It’s the go-to book for trainers who want to up their game—it contains everything you need to create dynamic workshops and incredible presentations using their template for success. —PM World Journal From the Inside Flap Watch a dynamic trainer in action, and the learning feels effortless. Concepts are presented in easy-to-grasp steps, skills are practiced and reviewed, and new behaviors are tested before being applied to the workplace. But great training is rare. Despite so many talented people in the field, only 10 percent of corporate training leads to on-the-job improvements. Why such discouraging results? Because developing training that sticks is an art form—one that few people have learned. *What Great Trainers Do* reveals the proven techniques used by the most successful trainers. Written by a team with years of experience training trainers, the book explains how to fuse content with process to create rich, interactive learning environments. From effectively pacing a workshop to developing visuals to handling group dynamics—the guidelines, worksheets, examples, and research findings break down the practice of superior training into a set of repeatable skills and practices. You’ll learn how to: • Replace outdated practices (like stand-and-deliver presentations). • Structure workshops into consistent units, modules, and components—the easiest, most effective way to deliver information. • Build mastery with repeated practice and coaching sessions. • Gauge group process—and know when it’s time to shift gears. • Incorporate lively activities that engage participants. • Solidify learning with skillful debriefing sessions. • Throw out dull scripts and deliver extemporaneous presentations based on easy-to-remember outlines. • Create flipcharts and PowerPoint slides that enhance, not distract. • Skillfully handle questions and comments, no matter how off-topic or hostile. • Use demonstrations to go beyond telling how—to showing how. • Manage disengaged people or groups, and recognize what drives them. • Avoid the common training mistakes that can damage reputations. With \$60 billion spent annually on training, trainers who consistently deliver real value—helping trainees learn new skills and adapt to changing situations—get noticed by managers and executives. By decoding the craft of training into a set of best practices to emulate, *What Great Trainers Do* will help you stand out among the most valuable contributors. Robert Bolton, Ph.D., and Dorothy Grover Bolton, Ed.M., are known for their expertise in training trainers. They are cofounders of Ridge Associates, a training and consulting firm that serves many Fortune 500 companies, and the authors of several books, including the perennially popular *People Styles at Work . . . And Beyond*. From the Back Cover Trainers are tasked with an awesome responsibility: helping individuals develop the skills they need to advance their careers and boost their organizations’ bottom lines. It’s a challenging job, requiring a firm grasp of best practices in training and new developments in learning. *What Great Trainers Do* is the one book that enables you to develop and deliver dynamic workshops—energizing people, helping them internalize ideas, and changing the way they work for the better. Written by two trainers who have spent decades developing, enhancing, and delivering train-the-trainer programs to clients of Fortune 500 companies, this book gives you a proven structure for designing workshops, along with surefire strategies for blending course content with fluid interaction—all the core ingredients for achieving effective, positive training sessions. You’ll learn how to: • Organize your presentations for maximum impact. • Use activities that connect participants to the content and each other. • Create visual aids that reinforce key points. • Fine-tune your delivery. • Read the group—and adapt the course to fit the participants. • Handle trainees’ questions and concerns. • Make presentations more interactive—involving learners early and often. • Manage tough moments more easily. • Handle resistance. • Use debriefs, demonstrations, and deliberate practice to solidify performance, improve applicability, and make the training stick. • Facilitate positive group process. • Cement your reputation as a results-oriented trainer. • And much more. Great training doesn’t happen by accident. But with the accessible and practical guidelines and tools in *What Great Trainers Do*, you’ll have at your fingertips a one-stop resource for achieving reliable,

repeatable positive learning results.