

# 《学习价值》

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## 内容概要

### 在线阅读本书

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.

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[学习的价值:组织学习如何获得更高投资回报率及管理层支持](#)

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## 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 Issues. Stakeholders. Levels and Steps. Chain of Impact. ROI Process Model. Objectives. 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. Intangible Benefits. Data Reporting. Operating Standards. 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. Determination of Business Needs. Determining the Opportunity. Defining the Business Measure-Hard Data. Defining the Business Need-Soft Data. Using Tangible vs. Intangible-A Better Approach. Finding Sources of Impact Data. Identifying All the Measures. Exploring "What If...?". Job Performance Needs. Analysis Techniques. Taking a Sensible Approach. Learning Needs. Subject-Matter Experts. Job and Task Analysis. Observations. Demonstrations. Tests. Management Assessment. Preference Needs. Key Issues. Impact Studies. Levels of Objectives for Programs. Reaction and Planned Action. Learning Objectives. Application and Implementation Objectives. Business Impact Objectives. ROI Objectives. The Importance of Specific Objectives. Final Thoughts. Chapter Three: Measuring Inputs and Indicators. Measuring Input and Indicators. Defines the Input. Reflects Commitment. Facilitates Benchmarking. Explains Coverage. Highlights Efficiencies. Provides Cost Data. Tracking Participants. Tracking Hours. Tracking Coverage by Jobs and Functional Areas. Tracking Topics and Programs. Tracking Requests. Tracking Delivery. Tracking Costs. Pressure to Disclose All Costs. The Danger of Costs Without Benefits. Sources of Costs. Learning Program Steps and Costs. Prorated Versus Direct Costs. Employee Benefits Factor. Major Cost Categories. Cost Reporting. Tracking Efficiencies. Tracking Outsourcing. Tracking for the Scorecard. Defining Key Issues. Input Is Not Results. Reports to 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 Planned Action?. Customer Service. Early Feedback Is Essential. Making Adjustments and Changes. Predictive Capability. For Some, This Is the Most Important Data. Comparing Data with Other Programs. Creating a Macro Scorecard. Sources of Data. Participants. Participants' Managers. Internal Customers. 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 Groups. Improving Reaction Evaluation. Keep Responses Anonymous. Have a Neutral Person Collect the Forms. Provide a Copy in Advance. Explain the Purpose of the Feedback and How It Will Be Used. Explore an Ongoing Evaluation. Consider Quantifying Course Ratings. Collect Information Related to Improvement. Allow Ample Time for Completing the Form. Delayed Evaluation. Ask for Honest Feedback. Using Data. Building the Macro-Level Scorecard. Shortcut Ways to Measure Reaction and Perceived Value. Final Thoughts. Chapter Five: Measuring Learning and Confidence. Why Measure Learning and Confidence?. The Importance of Intellectual Capital. The Learning Organization. The Learning Transfer Problem. The Compliance Issue. The Use and Development of Competencies. The Role of Learning in Programs. The Chain of Impact. Certification. Consequences of an Unprepared Workforce. The Challenges and Benefits of Measuring Learning. The Challenges. The Benefits. Measurement Issues. Objectives. Typical Measures. Timing. Cognitive Levels of Bloom's Taxonomy. Data Collection

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