

Contents

Website Contents	xiii
Preface	xvii
The Difference Between Training and Consulting: Which Annual to Use?	xxiii
Introduction to <i>The 2012 Pfeiffer Annual: Training</i>	xxvii

Experiential Learning Activities

Introduction to the Experiential Learning Activities Section	1
Experiential Learning Activities Categories	5
Are You Aware? Forming Impressions <i>K.M. Tripathi, Rajinder Kaur Sokhi, and Mitu Mandal</i>	15
Twenty-Five Ways to Include Others: Taking Action <i>Julie O'Mara</i>	19
Barnyard Basics: Avoiding Communication Foibles <i>M.K. Key and Brenda Barker</i>	27
Number Recall: Positioning Emphasis for Influence <i>Paul H. Pietri and Teresa G. Weldy</i>	31
Practice Role Play: Experiencing Emotional Intelligence <i>Shri S.S. Roy</i>	35
I See What You Mean: Sending and Receiving Messages <i>Sharon Dera</i>	51

†Who's in Control? Exploring an Emotional Intelligence Competency <i>Dennis E. Gilbert</i>	55
Logos for You: Understanding Different Perspectives <i>David Piltz</i>	63
Rough Day @ Work: Resolving Conflict Through an Online Simulation <i>Noam Ebner and Yael Efron</i>	67
**Pair/Share: Identifying Triggers to Negative Emotions <i>Lou Russell</i>	77
Cheering a Community: Opening with Energy <i>Robert Alan Black</i>	81
Subject-Matter Expert: Learning Factual Material <i>Linda M. Raudenbush</i>	83
Crossword Conundrum: Reviewing Concepts <i>Margie Parikh</i>	87
**Role Montage: Discovering Leadership Influencers <i>Jan M. Schmuckler</i>	93
The Fugitive: Assessing the Style of a Leader <i>Guido R. Britez</i>	101
Values in Leadership: Understanding the True Drivers <i>Mohandas Nair</i>	105

Editor's Choice

Introduction to the Editor's Choice Section	113
Playing to Learn: Engaging Learners with Frame Games <i>Steve Sugar, Gregory R. Williams, and Linda M. Raudenbush</i>	115

†Cutting-Edge Topics

**Learning in the Moment Topics

Preparing Participants to Get the Most from Experiential Learning <i>Philip Donnison</i>	121
---	-----

Inventories, Questionnaires, and Surveys

Introduction to the Inventories, Questionnaires, and Surveys Section	125
Three-Dimensional Emotional Competence Inventory (3D-ECI) <i>Sethu Madhavan Puravangara</i>	127
Classroom Instructor Skills Survey <i>Jean Barbazette</i>	147
Institutional Climate Survey <i>K.S. Gupta</i>	161

Articles and Discussion Resources

Introduction to the Articles and Discussion Resources Section	171
**One-Minute Learning Through Reflective Practice <i>Homer H. Johnson and Anne H. Reilly</i>	173
**Questioning the Teachable Moment <i>Brittany Ashby</i>	183
†**Opportunities and Risks of Incorporating User-Created Content in an Organizational Training Strategy <i>Christine Hipple and Zane L. Berge</i>	189
Building Bridges Between Psychology and Conflict Resolution: Implications for Mediator Learning <i>Kenneth Cloke</i>	199
How to Avoid Change Management Workshops That Fail <i>Rick Maurer</i>	213
Mistakes That Trainers Make—And How to Avoid Them <i>Deborah Spring Laurel</i>	217

†** Adopting a Learning Continuum: The Urgency to Reinvent Training Organizations <i>Gary G. Wise</i>	225
Strategies and Technologies for Posting Training Presentations Online <i>Tom Bunzel</i>	247
Online Learning 101: Using a Framework to Consider and Select e-Learning Tools <i>Susan Landay</i>	267
** Using Playbooks: A Unique Strategy in Technical Oversight of Highly Hazardous Operations <i>James L. Gary and Michele L. Summers</i>	281
Facilitating in the Virtual Classroom: How to Compensate for the Lack of Body Language <i>Darlene B. Christopher</i>	295
** The Story of the Kirkpatrick Four Levels: Evaluating in the Moment <i>Don Kirkpatrick with Elaine Biech</i>	301
Contributors	307
Contents of the Companion Volume, <i>The 2012 Pfeiffer Annual: Consulting</i>	313
Pfeiffer Publications Guide	317

Website Contents

Our readers are invited to download customizable materials from this book related to the experiential learning activities and the instruments, as well as a PDF of the book text. The following materials are available FREE with the purchase of this book at: www.pfeiffer.com/go/training2012.

The following username and password are required for accessing these materials:

Username: training

Password: 2012

Experiential Learning Activities

Twenty-Five Ways to Include Others: Taking Action,
Julie O'Mara

Twenty-Five Ways to Include Others

Practice Role Play: Experiencing Emotional Intelligence,
Shri S.S. Roy

Practice Role Play Instructions

Practice Role Play Case 1: Boss

Practice Role Play Case 1: Assistant

Practice Role Play Case 2: Marketing Manager

Practice Role Play Case 2: Marketing Executive

Practice Role Play Case 3: Finance Manager

Practice Role Play Case 3: Accounts Officer

Practice Role Play Case 4: Supervisor

Practice Role Play Case 4: Worker

Practice Role Play Case 5: Boss

Practice Role Play Case 5: Subordinate

Practice Role Play Case 6: Block Development Officer

Practice Role Play Case 6: Entrepreneur

Who's in Control? Exploring an Emotional Intelligence Competency,
Dennis E. Gilbert

Who's in Control Mini-Assessment

Rough Day @ Work: Resolving Conflict Through an Online Simulation,
Noam Ebner and Yael Efron

Rough Day @ Work: Instructions for Party A

Rough Day @ Work: Instructions for Party B

Rough Day @ Work: Instructions for the HR Mediator

Crossword Conundrum: Reviewing Concepts,
Margie Parikh

Crossword Conundrum: Instructions for Round 1

Crossword Conundrum: Instructions for Round 2

Role Montage: Discovering Leadership Influencers,
Jan M. Schmuckler

Role Montage Definition

Role Montage Questions

Values in Leadership: Understanding the True Drivers,
Mohandas Nair

Values in Leadership: Spiritual Leader Case

Editor's Choice

Preparing Participants to Get the Most Out of Experiential Learning,
Philip Donnison

The Experiential Learning Process

Inventories, Questionnaires, and Surveys

Three Dimensional Emotional Competence Inventory (3D-ECI),
Sethu Madhavan Puravangara

Three-Dimensional Emotional Competence Inventory (3D-ECI): Self

Three-Dimensional Emotional Competence Inventory (3D-ECI): Other

3D-ECI Score Prediction and Interpretation Sheet

3D-ECI Scoring Sheet

3D-ECI Profile Graph

Classroom Instructor Skills Survey,
Jean Barbazette

Classroom Instructor Skills Survey

Classroom Instructor Skills Survey Scoring Sheet

Classroom Instructor Performance Plan

Institutional Climate Survey,
K.S. Gupta

Institutional Climate Survey

Institutional Climate Survey Scoring Sheet

PDF

The book text is available in PDF format.

<http://www.pbookshop.com>