

CONTENTS

	INTRODUCTION	vi
1	WHERE DO WE START?	1
	The Learner's Journey	1
	Where's the Gap?	2
	Identifying and Bridging Gaps	20
	Examples	21
	Why This Is Important	24
	Summary	26
2	WHO ARE YOUR LEARNERS?	27
	What Do Your Learners Want?	28
	What Is Their Current Skill Level?	37
	How Are Your Learners Different from You?	43
	Learning Styles	53
	Methods for Learning About Your Learners	54
	Summary	58
3	WHAT'S THE GOAL?	59
	Determine Goals	59
	Identify the Problem	60
	Set the Destination	63
	Communicating Learning Objectives	70
	Determine the Gap	73
	How Long Is the Trip?	73
	Summary	79
4	HOW DO WE REMEMBER?	81
	Memory In & Out	82
	Types of Memory	107
	Repetition and Memory	117
	Summary	120
5	HOW DO YOU GET THEIR ATTENTION?	123
	If They're Not Paying Attention...	123
	Talk To the Elephant	124
	Ways To Engage the Elephant	132
	Summary	158
6	DESIGN FOR KNOWLEDGE	161
	Will They Remember?	161
	Helping Your Learners Understand	171
	How Much Guidance?	176

	A Process To Follow	186
	Summary	193
7	DESIGN FOR SKILLS	195
	Developing Skills	195
	Practice	196
	Feedback	207
	Design for Accomplishments	209
	Summary	214
8	DESIGN FOR MOTIVATION	215
	Motivation To Do	215
	Designing for Behavior	218
	Summary	227
9	DESIGN FOR HABITS	229
	What Is a Habit?	229
	Identifying Habit Gaps	234
	Designing for Habit	237
	Applying To Learning Design	240
	Summary	241
10	SOCIAL AND INFORMAL LEARNING	243
	What Does Learning Look Like In Your Organization?	243
	Balancing Formal and Informal	246
	Hiro's Journey	247
	Summary	255
11	DESIGN FOR ENVIRONMENT	257
	Environment Gaps	257
	Knowledge In the World	258
	Putting Resources In the World	261
	Putting Prompts/Triggers In the World	265
	Putting Behaviors In the World	266
	Clearing the Path	267
	Summary	270
12	DESIGNING EVALUATION	271
	The Challenge Of Doing Good Evaluation	271
	Does It Work?	272
	Are They Learning?	276
	Can the Learners Actually Do the Right Things?	279
	Are the Learners Actually Doing the Right Things?	283
	Summary	286
	CONCLUSION	287
	INDEX	288