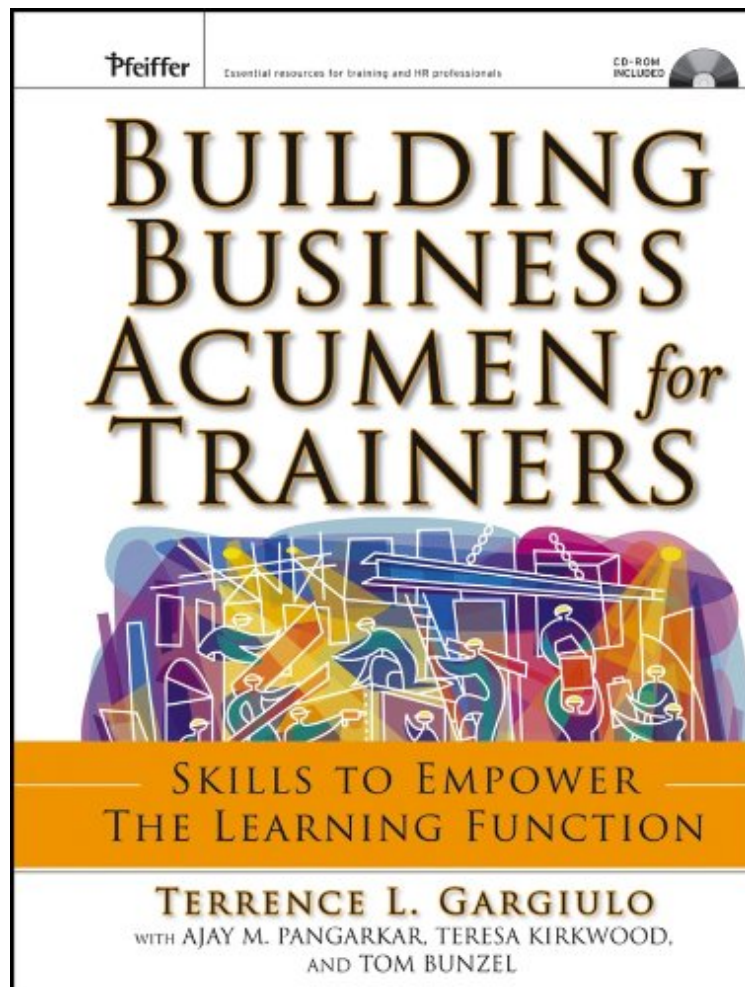


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## Building Business Acumen for Trainers: Skills to Empower the Learning Function

*Terrence L. Gargiulo, Ajay Pangarkar, Teresa Kirkwood, Tom Bunzel*  
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**Terrence L. Gargiulo, Ajay Pangarkar, Teresa Kirkwood, Tom Bunzel : Building Business Acumen for Trainers: Skills to Empower the Learning Function** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Building Business Acumen for Trainers: Skills to Empower the Learning Function:

0 of 0 people found the following review helpful. great exercises to help you understand the conceptsBy ATLNoel Practical examples, great exercises to help you understand the concepts. Wish I had it years ago.3 of 3 people found the following review helpful. A Top-Down Picture We Have Long NeededBy Robb Murray---- Remember the old Robert Burns quote, "Oh, would that God the gift would see us, to see ourselves as others see us"? (Modern business equivalent: "What do we look like to the customer?") This book is a unique tool that grants us this very top-down and outside-in perspective; it's a Google Earth for the business of training. ----Terrence Gargiulo and his associates have provided a unique, full panorama here of training as seen by business management. Probably half

of the fit into any field of work involves mastering its buzzwords. So we need to be talking the business language that management wants to hear, and this book begins immersing us in "their" terms, beginning early in the first chapter. --- You can use this book to make a good training department better. The book can not only stand as a textbook for academic programs in TD but, even nicer, can be grist for team meetings and staff development sessions at work. HIGHLIGHTS: Dozens of sections are so concise and useful that you will want to dog-ear and tag them for quick retrieval. Here are eight of my favorites: 1--The "Break Even Analysis" (including terms) section, pp. 64-67, plus the CD-ROM file. 2--The ROI chapter (Cht. 3) gives Kirkpatrick's 4 Levels of Evaluation, p. 83. 3--"Values Not Demonstrated Through ROI Analysis", p. 101. 4--"Ten Question to Ask Before Turning to An Outside Vendor", p. 120. 5--"Seven Negotiating Tips", p. 149. 6--Ready-to-Use RFP Form in Cht. 4 of the CD-ROM. Why reinvent the wheel? 7--"Top Five Critical Success Factors for Successful Partnerships", pp. 179-191. 8--"Making Effective Presentations" (Cht. 12, p. 315-), including "Delivery Do's and Don'ts", p. 327-). A training manager could make a whole master class (TTT) out of this chapter for staff, even utilizing the web sites on p. 342. In fact, I hope someone will. READABILITY: ---Good phrases of no-nonsense advice jump out throughout the book: "Plan out the work to create the RFP", "Get what you contract for", etc. ---There are marvelous "Thinking Like Management" inserts beginning right with the first "Financial Basics" chapter on p. 18. These inserts resurface throughout the book and are helpfully condensed into Appendix 3 (p. 349). ---Most chapters feature a Review Quiz to be sure you have mastered fundamentals. ---There are many URLs that will give current information, and that includes a list of them on the accompanying CD-ROM. FULL-BODIED POINT-OF-VIEW: ---True to today's project management thinking, the perspective of the book is business-wholistic, covering the three domains: 1) managerial/financial, 2) organizational and 3) technical (production-focused). The stool cannot stand without all three legs. "5: Building Institutional Support" and "6: Partnering with Your Customers" are chapters rightly included as business topics, and not as marginal "OD fluff". Business happens through people and their relationships, and there's no shortcutting that. ---Similarly, "8: Human Performance Technology" shows systems thinking in action so that, for example, you're "Making Sure Training Solves the Right Problem" (p. 238). There are no missing pieces in this assembled jigsaw puzzle. A WELCOME FOUNDATION: ---I can foresee this book's becoming a standard text and emerging in fresh editions and revisions for years. As trainers, we have to get outside the box and stay there. That's where the instructions are: and you'll find them in this great book.

As a training and development or human resource professional, do you have the knowledge, skills, and experience you need to become an indispensable strategic partner within your organization? Building Business Acumen for Trainers provides step-by-step practical advice on business practices guaranteed to win the support, respect, and attention of your organization. Written for both new and seasoned professionals, this essential resource will show how to put into practice the three critical areas of business acumen: Finance skills Partnering skills Communication skills

"The topics explored throughout this book bring much-needed knowledge to learning-industry professionals in a pragmatic, yet highly informative manner. The timing of this volume could not possibly be better for learning professionals seeking to communicate the important bridge between organizational learning and the success of strategic business imperatives." mdash;Kathy Watt, manager, Business Development, College of Extended Learning, University of New Brunswick "This book admirably fills a serious gap in the professional practice of learning and performance; lack of business savvy. nbsp; It is clearly written, case-based, concrete and comprehensive. nbsp; I especially appreciated the financial and return-on-investment content. I was also delighted that it contains material on Human Performance Technology. nbsp; I will recommend this volume to my students, colleagues and corporate clients." mdash;Harold D. Stolovitch, emeritus professor, Universiteacute; de Montreacacute;al, principal, HSA Learning Performance Solutions LLC, and author Telling Ain't Training and Training Ain't Performance "This engaging book is absolutely essential for human resource professionals! It should be required reading for everyone in our field. rdquo; mdash;Jill Russell, principal and founding director, TPO HR "Some of the jewels of this book are it explains the language of finance; it provides practical advice on how to communicate the case for investing in development initiatives, and it is full of guidance on how to collaborate with the business to determine the payback of investing in development solutions. nbsp; The case studies used throughout the book brings ideas to life in an exciting way. nbsp; This is one of those books every HR, HRD, and training professional should have." mdash;Judith A. Hale, author, Outsourcing Training and Development: Factors for Success "Relevance is in the eye of the beholder. And for training professionals who want to earn a seat at the strategic planning table, nothing can help build corporate relevance better than applying the skills outlined in this book which will show you how to turn training into business results." mdash;Marty Fisher, vice president, Stores HR and Training, Abercrombie and Fitch "If today's aspiring Learning professionals don't read this book, they will miss an opportunity to gain that ultimate competitive advantage that will revitalize their career into becoming a true business player. The primer on financial tools, business partnering and dynamic communication strategies described in this book are excellent. The book has integrated a number of innovative learning concepts, tools and methodologies that weave a comprehensive business learning

roadmap for Learning professionals to attain greater business acumen and be on top of their game." —Francesca Bleck, director, human resources, Technical Learning Development, Lafarge North America and Latin America, Corporate Technical Services "Changes in our industry have revealed the critical need for knowledge and skills in business acumen—the area Business Acumen for Trainers specifically and uniquely addresses. This is a must read book for anyone in a training position today or in the future." —Wes Parker, national curriculum manager, Management Employee Development, Verizon Wireless

From the Back Cover

As a training and development or human resource professional, do you have the knowledge, skills, and experience you need to become an indispensable strategic partner within your organization? Building Business Acumen for Trainers provides step-by-step practical advice on business practices guaranteed to win the support, respect, and attention of your organization. Written for both new and seasoned professionals, this essential resource will show how to put into practice the three critical areas of business acumen: Finance Skills, Partnering Skills, and Communication Skills. Each section in the book highlights one of these three skills and can be used as a stand-alone reference. To help you succeed, the book is filled with case studies, thought-provoking interactive scenarios, templates, quizzes, questions for reflection, and self-paced exercises, all available on the accompanying CD. "Some of the jewels of this book are that it explains the language of finance, it provides practical advice on how to communicate the case for investing in development initiatives, and it is full of guidance on how to collaborate with the business to determine the payback of investing in development solutions. This is one of those books every HR, HRD, and training professional should have." —Judith A. Hale, author of Outsourcing Training and Development: Factors for Success "For training professionals who want to earn a seat at the strategic planning table, nothing can help build corporate relevance better than applying the skills outlined in this book, which will show you how to turn training into business results." —Marty Fisher, vice president, HR and Training, Abercrombie and Fitch

ABOUT THE AUTHOR

ERRENCE L. GARGIULO has spent over fifteen years helping people working in training and development acquire the skills they need to be significant contributors to the businesses that have hired them. He holds a master of management in human services degree from the Florence Heller School at Brandeis University, and is a recipient of Inc. magazine's Marketing Master Award. Among his past and present clients are GM, DTE Energy, Dreyers Grand Ice Cream, UnumProvident, the U.S. Coast Guard, Boston University, Raytheon, the City of Lowell, Arthur D. Little, KANA Communications, Merck-Medco, Coca-Cola, Harvard Business School, and Cambridge Savings Bank. His previous books include Making Stories: A Practical Guide for Organizational Leaders and Human Resource Specialists (also translated into Chinese); The Strategic Use of Stories in Organizational Communication and Learning; On Cloud Nine: Weathering Many Generations in the Workplace (with Robert Wendover; also translated into Korean, and Spanish); and Stories at Work: Using Stories to Improve Communications and Build Relationships. He is a frequent speaker at the international and national conferences of such organizations as the American Society for Training and Development (ASTD), International Society for Performance Improvement (ISPI), Academy of Management, and Association of Business Communications, and he is a field editor for ASTD. His articles have appeared in American Executive magazine, Communication World, the ISPI journal Performance Improvement, and ASTD Links. Also visit his Web sites: <http://www.makingstories.net>; <http://www.oncloudnine.org>

AJAY M. PANGARKAR is president of CentralKnowledge, a leader in comprehensive and measurable strategic learning solutions. He is recognized for his experience in the "business and strategy side of training," helping companies implement training evaluation and ROI strategies, developing balanced and performance scorecards, training and certifying new trainers and subject experts, and supporting those with responsibilities for managing the training function. He is a regular contributing writer for several prominent HR and training publications, is a recognized published author, is government accredited in professional learning, and delivers learning programs for professional organizations and business institutions. He is highly involved in the Montreal community, serving on the board of directors of nonprofit groups and committees. Nominated for the Ernst Young/Canadian Business of the Year award, he is regularly interviewed by business and news media for newspaper articles and radio broadcasts. He is a founding member and chair of the Quebec chapter of the Canadian Society for Training and Development (CSTD), the founder of the Quebec ROI Network, a member of the CSTD national board of directors and the Canadian ROI Network, and is extensively involved with and speaks to the global learning and performance industry. He can be contacted at [info@centralknowledge.com](mailto:info@centralknowledge.com) or [www.centralknowledge.com](http://www.centralknowledge.com)

TERESA KIRKWOOD is founding partner of CentralKnowledge, brings over eighteen years of industry and training experience to her work, and is recognized for her experience in helping companies implement training evaluation and ROI strategies, training new trainers and subject experts, and supporting those with responsibilities for managing the training function. She writes for several major HR and training publications, is a published author, is government accredited, and delivers learning programs for professional organizations and business institutions. She is exceptionally involved in community activities, including mentoring business start-ups for youth, and she regularly speaks to women's entrepreneurial groups. She was nominated for the Ernst Young/Canadian Business of the Year award and is regularly interviewed by business and news media for newspaper articles and radio broadcasts. A founding member and vice chair of the Quebec chapter of the Canadian Society for Training and Development (CSTD), she has helped to establish the Quebec Training ROI Network and is a member of many CSTD development

committees. She has also been invited to speak at learning industry and business conferences on topics related to learning strategies and entrepreneurship. You can contact Teresa at [info@centralknowledge.com](mailto:info@centralknowledge.com) or [www.centralknowledge.com](http://www.centralknowledge.com). TOM BUNZEL specializes in knowing what presenters need and how to make technology work. He has appeared on Tech TV's Call for Help, as Professor PowerPoint, and has been a featured speaker at InfoComm and PowerPoint LIVE as well as working as a technology coach for corporations and other organizations, including the Neuroscience Education Institute. He has written a number of books, the latest two being Sams Teach Yourself Microsoft Office PowerPoint 2003 in 24 Hours and Easy Digital Music. His other books are Easy Creating CDs and DVDs, How to Use Ulead DVD Workshop, Digital Video on the PC, and an update to the Visual Quick-Start Guide to PowerPoint 2002/2001. He is contributing editor to Presentations magazine and writes a weekly column as the Office Reference Guide for InformIT.com. He can be reached through his Web site, [www.professorppt.com](http://www.professorppt.com)