

The following is the actual (manuscript) Introduction from *Managing Through Training*

Training has been around this world for as long as human kind has, but it probably didn't use that word or have its current (and fading?) cachet until the mid-1900s. Otherwise, how would the world have survived the several years between the times of the caveman and the photographic lens or other electronic marvels?

The problem with training is that it is a variation on *imitate me* caused and complicated by a number of factors, including the sophistication of the persons involved, the complexity of the task, the huge new numbers of persons to be trained in modern corporations, and the costs associated with all of the preceding. But training can be understood more simply.

For years, a training program was anything it's practitioners claimed it to be. There were no standards and no practical guide to what was either training or *good* training. There still aren't. Long ago, in his 1973 book, *Achieving Objectives in Meetings*, this writer proposed that *anything that works* is training. .he still proposes that concept, because the concept works, even though it's still argued today.

These days have seen the arrival and near-departure of a number of ideas and structures that claimed to be the ultimate in training design. They arrived as fads and departed as tired cliches. . .possible only because the uncertain controllers of training assignments across the world (whether the bosses of small companies or titled VPs in large companies) grasped at straws in their search to get magic solutions to their training problems. There aren't magic anything--so don't buy promises!

One of the most popular apparent solutions was programmed learning, which we once described as being a steak programmed into hamburger--chemically identical but changed forever. The training industry was not pleased with that description, but it might have been particularly insightful because eventually other trainers found that breaking learning into sequential frames might work for sequential tasks but did not work for conceptual tasks, like riding a bicycle. Many faker "consultants" sold the frame concept for a lot of money in the wrong places--wasted. A lot of life is based on conceptual learning, and it can't necessarily be simplified.

One of the most important training developments was Instructional Systems Development (or ISD) which was probably the first codified system to include all of the steps necessary to creating a formal program that is guaranteed to work for the purposes and objectives named at its beginning stage each time. At the millennium, it's become chic to denigrate ISD for being unwieldy, clumsy, and not given to instant solutions to short term market problems. . .and similar adjectives. Those are probably true points on the down side if you're committed to instant response to opportunities--or opportunism. But the critics fail to mention that ISD is unwieldy because it demands that each and every entry be validated in relation to the stated objective of the program. . .and that's its primary value! This writer believes in ISD so fully that he has spent years writing a companion books to this one. . .and if you decide to proceed, all ISD theory will be in front of you in useable form!

On the basis of this common sense interpretation of training theory, and on the personal belief that ISD can be controlled adequately by any intelligent trainer (as the military long ago proved via its use of ISD),

this writer is creating this book. Yes, other people's books exist. Yes, computer disks exist at costs ranging from \$800 to \$2,500 each, and those disks might be able to help you IF you know what you need (that is, if you understand enough about ISD already to be able to select among individual disk program strengths and weaknesses).

For the purposes of this book, we are assuming that you are not already fully conversant with ISD but are probably willing to do the work involved to create a competent training program using the ISD model. This book will help you to understand the many uses and purposes of training both in specific terms and in conceptualizing your company's potentials and possibilities in marketing, product development, public service, customer service, and personnel development.

Did we leave anything out of the list? If so, that's an oversight, because ISD will work for all your needs if you're honest in applying it and *don't seek shortcuts!*