FOREWORD

You probably have more uses for formal training—and training knowhow—than you realize. Guided by the forms and questions of this book, you'll probably be surprised to discover how helpful formal training programs can be in solving your day-to-day business problems and fulfilling needs. Everyone knows that there are needs on the production line, but this book concentrates on the non-line needs, largely marketing, but nevertheless of any type. You needn't be a training expert because ISD (Instructional Systems Development) was created as a fail-safe system for the military. Anyone can master it. Familiarization will help you to supervise all programming in the future. It will be a worthwhile investment of your time that will pay dividends throughout your management future.

Once you understand ISD, you can either do-it-yourself or hire others to fill in for your gaps or for your effort. And you will always be in control because you understand! If the marvel of electronics and other seemingly spectacular equipment has escaped no one's notice, nevertheless the great promise of super results from that same equipment has escaped many users. Most users don't understand why. Many managers don't understand, either. The likely reason that such spectacular promise fails is that equipment of any kind is only a delivery mechanism for the information/instruction that you intend to transmit. The equipment have absolutely no intrinsic value to your message. Mechanisms can't "promise" anything—they are solely media, message-delivery items like the chalkboard: what do you need to say via the given medium?

Computers have infinite patience for repetition, but no brain to determine what that repetition should include. Tapes/videos/disks can show you virtually anything but can't determine what you need to see. That's where your understanding is needed. First argued by us at the time of Marshall McLuhan, this dichotomy has been brought up again

recently by others in the group communications discipline. Details appear in this book later.

This author first discussed the matter of medium vs message in a business magazine article in 1970, followed by books, in 1973 and 1983, expounding on those differences. The differences were not widely appreciated at those times, especially by the manufacturers of various lens and electronic media, whose sales pitches often depended in part on buyers' confusion of issues. Advertising in the Pollyanna Press helped to convince neophytes and other insecure persons that there was no gap-or that gaps didn't matter. In that, advertisers were aided by the McLuhan slogan, "The medium is the message." That slogan was used to promote everything from its intended sponsor/beneficiary (TV advertising) to four color printing. And it was in error most of the time.

Leading trainers have recently re-discovered that McLuhan's slogan is not true for them... and it's not likely to be true for you, either. In fact, business magazines have become more cognizant of the confusion and have begun to focus on the gap between your expectations and the actual performance of those "marvels." Better late than never, as the cliché goes. But cliché is not your friend. So do it right from the beginning! Get familiar with ISD methodology.

This book can help you to develop related ideas regarding your own actual needs, whether immediate or potential. It might provide insights or opportunities you might never have though of otherwise. The book is intended to give you a far better understanding of what you feel you should be doing in order to instruct in meetings or via new company publications and/or films/videos/disks. It concentrates on ISD—Instructional Systems Development—which originated under that title (although with borrowed basics) with the U.S. military services. If it works with the marginally motivated there, shouldn't it work with your own employees? This book does not teach ISD, which is known to nearly all military trainers and is available as a formal course at some universities and various commercial classrooms. In a few instances, the book refers to ISD usage itself, anticipating that any competent staff or competent consultant can provide both the needed complex reference information and application knowhow before you apply them. Remember that you yourself need some amount of training knowledge before hiring training-related help! If so, you will find much needed help in this author's companion book, *Common Sense ISD*, available in early 2002.

This book does help to shape your thinking regarding your instructional needs and also helps you to understand both your program options and ISD itself (see the quick summary of key elements in Chapter 8). You might wisely learn to perform ISD's step-by-step process yourself, whether or not you choose to do the actual work yourself.

Forms contained in this book will enable you to set an intelligent direction for your program(s) and efforts and also to supervise your ISD staff and/or consultant, if you have not yet learned the basic programming skills. Other text includes thought provokers and other practical recommendations for action...all of it assuming that you are *not now* a skilled trainer. *But you can become one.*

It's fashionable these days among a few instructional designers and even some consultants to denigrate ISD because it's old and unwieldy. It is probably both. But new is not necessarily or intrinsically better—not before this challenge, at least. Old (a few decades of mid-Twentieth Century) is not necessarily a handicap. In April, 2000, Training Magazine endorsed consultant challenges to ISD; in Fall, 2000, we rebutted on the web; in February, 2002, the magazine abandoned that position because qualified trainers nationwide blamed any failures unto the designer, not the ISD system. Yes, ISD is demanding and absolutely unforgiving of shortcuts and guesses and cheating. But cheating leads to errors. For unwieldy, read fail-safe! ISD takes all its practitioners through a step-by-step process that guarantees provable success of the final product if

the facts are right to begin with. Is that guarantee worth a little unwieldiness to you?

Providing correct facts is your job as a manager! And you'll do that job better after reading (and using) *Managing Through Training*.

Training has been around this world for as long as human kind has, but it probably didn't use that word until the mid-1900s or have its current (and fading?) cachet until the late-1900s. Otherwise, how would the world have survived the time between the caveman and the photographic lens, which is most credited?

The problem with training is that it is a variation on *imitate me* caused by a number of factors, including the general sophistication of the persons involved, the complexity of the task, the huge numbers of persons to be trained (both in real numbers and compared to tribal groups), and the costs associated with all of the preceding.

For years, a training program was anything it's inventor 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 the 1973 book, *Achieving Objectives in Meetings*, this writer proposed that anything that works is training... he still proposes that concept, because the concept works.

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 clichés...possible only because the uncertain trainers (whether the boss of a small company or a titled VP in a large company or an uncertain manager) grasped at straws in their search to get magic solutions to their training problems. There aren't any.

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 steps might work for sequential tasks but did not work for conceptual tasks,

like riding a bicycle. A lot of life is based on conceptual learning.

Another of the important 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 similar adjectives and not given to instant solutions to short term market problems. 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 book does not teach ISD, although its new companion book (*Common Sense ISD*) does. Assuming that you already know how to teach the basics that won you your job, then *MTT* will show you numerous way in which training can be properly applied not only for line or staff functions, but also for marketing purposes through Dealer Staff and customer service, as well. You can even approach the general public, via outreach programs that can be addressed largely to public-service or social- responsibility ends. In short, this book explains the *how* and *why* of techniques that you probably don't now know (or know well): ISD in context for previously-unrealized purposes for the Training Department, general management, or your own department.

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 manager-as-trainer (as the military long ago proved via its own development and use of ISD), this writer is creating this book. Yes, other books probably exist. Yes, computer disks exist at costs ranging from $800 to $2500 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 getting ready 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 possibilities in marketing, product development, public service, customer service, and personnel development.

When you create major new programs using the ISD technology, you are guaranteed an ultimate program that works a) if the objectives were properly stated and b) if the purposes were adequately understood by you. Lacking those two points in any aspect of life, what are the guarantees? Why blame ISD if an inadequately-designed program fails?

True, ISD is not the only thing that will work in programming, but it is the only programming technique that will guarantee its results in advance if you conscientiously apply it.

This book will help you to understand the many uses and purposes of training both in specific terms and in conceptualizing your company's possibilities and potentialities in marketing, product development, public service, customer service, and the personnel development. Did we leave anything out of the list? If so, that's an oversight, because ISD will work for all your meeting and training programming needs if you're honest in applying it and don't seek shortcuts!

If you are relatively new to the training functions or extremely short on budget, then consider this book to be your formal *Introduction to Formal Training* and also your right-hand assistant for the proper development of training programs!

Still interested? By early 2002, this author's version of ISD for non-trainer executives *(Common Sense ISD)* will be available on line and on paper. Watch for it—it'll be available from the same sources.

And good luck with your common sense approach to your own training needs!