

NEWS YOU CAN USE

E - Learning Sandwich

By Eva Kaplan-Leiserson

The Forum Corporation, a Boston-based global workplace learning firm, recently released a report projecting that technology-enabled learning—in the form of on-line content delivery, tracking, enrollment, registration, and catalogue management—will have “nearly universal implementation” within two

years. Forum’s research identified and named six different implementation approaches.

Catalog. Self-paced, Web-based courses or modules accessed via a learning portal.

Sandwich. A self-paced, Web-based course sandwiched between two live, facilitated events; one sets up the learning, the other debriefs.

Electronic surround. Web-based prework introduces concepts before a classroom session, and Web-based reinforcement builds on the session afterwards.

Club sandwich. A live learning event followed by Web-based, self-paced learning—followed by on-the-job assignments and report-outs,

Illustration by David Flaherty

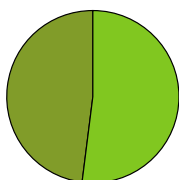
According to the Forum Corporation, technology-enabled learning will have nearly universal implementation within two years.

Give Me a Break

Percent of Americans who

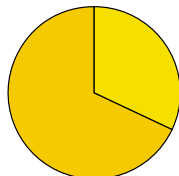
sometimes must work more than 12 hours a day to get their job done

52%



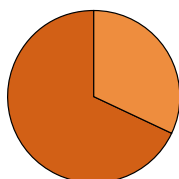
work and eat lunch at the same time

32%



never leave the building once they arrive at work

32%



Average number of vacation days among industrialized countries:



Sources/Oxford Health Plans, www.oxhp.com; Fast Company, www.fastcompany.com

Number of U.S. employees who can't use vacation time because of job demands: 1 in 6

followed by a live debrief. Virtual seminar. Web-based learning made up of self-paced segments and asynchronous collaboration with colleagues and a facilitator. Feedback-coaching-learning system. Web-based 360 feedback indicates skill gaps; coaching and learning resources close the gaps.

Reality Check

33 percent of female and minority job applicants have elected not to pursue a job opportunity because of a lack of gender or ethnic diversity at a company.

Source/
www.wetfeet.com

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E-Learning Terms of the Month

Authoring tool. A software application or program that allows users to create their own e-learning courseware.

Streaming media (streaming audio or video). Allows audio or video files to be played as they are being downloaded over the Internet instead of users having to wait for the entire file to download first.

More e-learning terms:

 WWW.LEARNINGCIRCUITS.ORG/GLOSSARY.HTML

Leadership Derailers

As leaders advance, personality flaws may knock them off the track to success. Development Dimensions International identifies several traits that can send a person's career in the wrong direction.

Impulsive. Impatient and unpredictable, unable to learn from mistakes. Prone to taking ill-advised risks.

Risk averse. Reluctant to take unconventional action, too deliberate or indecisive. May also fear change.

Imperceptive. Unable to read others people's behavior, motivation, or intent.

Low tolerance for ambiguity. May be good at implementing other people's ideas and strategies, but encounters difficulty with complexity or ambiguity.

Arrogant. Overly self-assured and self-promoting. May also seem inconsiderate or too independent.

Micromanaging. Too controlling or demanding, perhaps because of results orientation or cautiousness.

Approval dependent. Seeks praise and reassurance from others. May be compliant and conforming.



Self-promoting. Gregarious and persuasive, perhaps also melodramatic. May be shrewd in taking attention or credit from others.

Eccentric. Different from others, unorthodox or odd. Often creative.

Defensive. Argumentative, tense, perhaps suspicious. Focused on protecting one's own interests and often resistant to feedback.

Volatile. Has trouble controlling emotions. May be moody with a quick temper.