

RATINGS

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Video

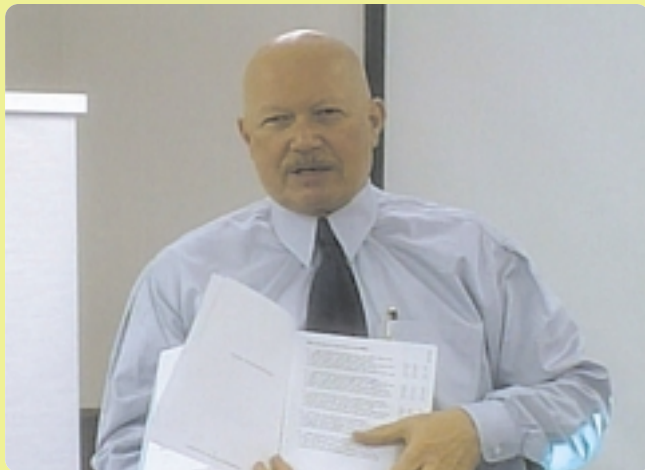
Get the Whole Picture

Reviewed by Lynda Ford for *Training Media Review*

Get the Whole Picture offers an advanced view of how to pose probing questions in a behavior-based interview. The core of the video is a discussion of these probing strategies: Return to the target of the question; Follow a verbal or nonverbal lead; Probe for a current work example; Clarify actions and outcomes; and Seek contrary evidence. For each strategy, a simulation focuses on a subskill—a total of 11 in all.

Narrated by Paul Green, the video quickly sets the structure of the program and offers tips on how to avoid being led astray by an interviewee's response. It then moves on to the probing strategies and the corresponding simulations.

In a simulation, the viewer is given a specific job task, along with a related interview question. He or she then watches an exchange between interviewer and interviewee that inevitably ends in the interviewee not fully an-



swering the question. At the end of the exchange, the tape is stopped and the viewer writes a follow-up probe related to the strategy.

For example, in the first strategy simulation, "Return to the target of the question," participants are asked to work on repeating the question. The job task is "Identify customer needs and respond in a timely manner," and the interview question is "Tell me about a time when you had to deal with a difficult customer." The interviewee gives an upbeat answer, similar to the type of answer any of us might hear in an interview. Although the interviewee's response is positive, it's vague. Here the tape calls for a stop, and the participants are asked to write a follow-up probe. It seems like a simple exercise, but, in reality, even good interviewers sometimes miss this. It's worth repeating.

The video emphasizes a disciplined approach and the importance of how words are used to probe for more information. It also emphasizes learning how to counter distracting information or illegal hooks in a candidate's answers. The methods help interviewers avoid jumping to conclusions or wasting time on inappropriate probes. All told, it allows an interviewer to better predict job performance, or "get the whole picture."

A certification training video, facilitator outline, PowerPoint slides, and workbook are included in the package. The video and outline provide good information on adapting the program for specific organizational needs. The PowerPoint slides are adequate. The participant learning tool is concise and easy to follow. The video package includes a Probing Styles Assessment Tool, which may not be necessary for experienced interviewers.

Recommendation

If you have strong facilitators well versed in the how-to of behavior-based interviewing, this is a valuable tool for improving their skills. Though novice interviewers aren't well served, *Get the Whole Picture* is still a good value. Its program content and instructional value are excellent.

Software

MindManager

Reviewed by Mireille Massue for *Training Media Review*

If the combination of concept mapping, brainstorming, visual project planning, knowledge creation, collaboration, teambuilding, and retention intrigues you, then you'll want to consider MindManager, a software program that uses all of them to help you organize your thoughts.

MindManager is a visual thinking tool designed to enhance a user's productivity by transforming the linear text of traditional brainstorming and planning sessions into colors, graphics, and icons that enhance creativity and innovation, establish key relationships between ideas, and ultimately speed up project implementation. MindManager enables users to collaborate as a virtual team, saving time and money. For example, a team of members scattered across the globe can see a visual representation of a particular problem, helping them understand better than through email or a conference call.

The functionality of the software depends on which of the four versions you purchase. MindManager Enterprise Edition, the version reviewed here, integrates with Microsoft Office suite and Microsoft Project and enables users to connect, communicate, and collaborate with up to 100 people at a time.

When you start MindManager, a new map opens. With MindManager Enterprise Edition, you can choose from one of several templates with prompts to trigger ideas. The easiest way to start a new map is to import an existing text outline or key word list from your word processor. When inserted, the outline will be mapped into branches according to the levels of the outline. Just add color, icons, and graphics to make the map visually stimulating. Adding hyperlinks lets users link to Webpages or files associated with the project. A Notes section lets users annotate maps, though the notes don't appear on the map itself.

The Pack and Deliver feature lets users send the map as an email attachment along with pertinent documents. If someone doesn't have MindManager, you can include the MindManager Viewer. It's an executable file, which may create problems with firewalls and those who use Microsoft Outlook. Tom Blossom, from MindManager's technical support, says that compressing the Viewer can solve these problems, but the attachment may still be too large for some email systems. The Viewer can be downloaded for free from the Mindjet Website.

MindManager Business and Enterprise Editions come with an add-in that lets users synchronize a map with the MS Outlook 2000 task list and MS Project. The Export to PowerPoint feature and the PowerPoint Add-In allows users to create presentations that use maps. For example, the main branches become the title for each slide, speaker notes pages are created from the text notes in the branches, and maps are converted into slide images. You can also build maps using your PDA.

The conference feature lets several people share, view, and collaborate on a map simultaneously. Conference members can edit the map and see the changes in real time. They can also use the text chat with others during the conference. When a user closes the conference, the maps are saved automatically. MindManager Business offers peer-to-peer conferencing with a maximum of five people, while the Enterprise version has a maximum of 100.

Trainers can use the conference feature to create visuals for presentations, discussions, and exercises in a classroom or in an e-learning environment. Learners can also use it to facilitate team tasks, such as problem solving and collaborative drafting of a document.

Get the Whole Picture

★★★★1/2	Holds viewer interest
★★★★1/2	Acting/Presenting
★★★★1/2	Diversity
★★★★	Production quality
★★★★	Value of content
★★★★	Instructional value
★★★★1/2	Value for the money
★★★★1/2	Overall rating

MindManager

★★★★	Ease of installation
★★★★	Presentation
★★★★	Production quality
★★★★	Ease of Use
★★★★1/2	Value of purpose
★★★★	Value for the money
★★★★1/2	Documentation
★★★★	Overall rating

Recommendation

With animated tutorials, FAQ pages, and a knowledge base on the Website support area, MindManager has a short learning curve. Its utility as a tool for making thinking visual and sharing the results synchronously or asynchronously warrants your attention.

Course Details

Get the Whole Picture, video, 2001, 22 minutes, Vision-Point Productions, 800.300.8880, www.vppi.com. Purchase: US\$795. Other material: certification video, participant guide, facilitator outline, and slides.


MindManager Enterprise Edition, software, Mindjet, 877.646.3538, www.mindjet.com. Purchase: US\$269.

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