MERCER PUBLIC WORKSHOP
美世公开研讨会

从绩效出发的课程设计
——混合式实战认证训练营

线上线下混合式实战训练营，设计出符合业务需求，产生可见效果的培训课程。

当你进行课程设计开发时，是否面对过这样的困扰 ？

如何筛选出与业务需求紧密相关的课程内容，使培训有效解决业务问题？

如何检验学员是否达成学习目标，衡量并延续学习效果？

如何从提升绩效出发，设计出多样化的教学活动？

美世 X 美国培训杂志联合推出了混合式实战认证训练营。通过**线下面授课**教授和演练经典教学设计理论与工具，辅以**线上训练营**赋能学员分步骤输出实战设计成果。

本训练营包含了**为期 2 天 的面授学习＋为期 4 周的在线辅导**，旨在帮助**内训师**设计出同时满足业务和学员需求的课程；帮助**本地讲师**将总部课程落地，做到真正意义上的本土化；帮助**主题专家**将素材有效转化为符合教学要求的培训课程；帮助**组织**在内部运用一套被证明有效的课程开发策略和流程。

完成课程与学习任务的学员将被授予由美国培训杂志颁发的**全球统一证书**。

线下面授课程概述

模块一：需求评估
- 厘清隐藏在培训要求背后的绩效问题
- 区分适用于培训解决的问题
- 定义设计开发项目的业务需求
  - 工具：MADAM 需求评估表

模块二：学员和环境分析
- 分析学员的特征，规划应对策略
- 分析授课的物理环境特征，规划应对策略
  - 工具 1：学员分析表单
  - 工具 2：环境分析表单

模块三：内容分析
- 筛选出与业务需求紧密相关的课程内容
  - 工具 1：内容分析矩阵
  - 工具 2：内容分析表单

模块四：学习目标
- 从业务场景出发，定义教学要达到的认知水平
- 书写三段式学习目标

模块五：标准化测试
- 开发测试工具，确认学员是否达成学习目标
  - 工具：学习目标与标准化测试表单

模块六：有效教学设计的 4 步法
- 运用 4 步法，设计任何模块的课
- 步骤一：如何设计启发活动？

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- 步骤二：从零开始设计呈现材料
- 步骤三：如何设计转化练习？
- 步骤四：检查和延续学习效果
    - 工具 1：从头开始写教案的格式
    - 工具 2：教学设计 4 步法检查表单

模块七： 开发导师手册
- 不同情境下适用的导师手册模板
    - 工具：II 级导师手册模板

模块八： 评估与开发测试
- 区分四级评估
- 了解开发测试的目的和流程
- 教学成功的秘密武器：单一开发测试
    - 工具：开发测试学员问卷

模块九： 特定情况下的设计开发：
- 紧急情况下的快捷开发
- 创新实务地开发线上课

线上实战训练概述

线上训练营会每周解锁一个补充学习视频，并发布一个实战任务。学员完成每周的实战任务后，都将获得导师书面详评，尤其是优化意见。

第一周：
- 补充视频：差距地图
- 实战输出：需求评估

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第二周：

- 补充视频：学习目标
- 实战输出：设计文档

第三周：

- 补充视频：思维导图从头开始写教案
- 实战输出：单模块教案设计

第四周：

- 补充视频：开头与结尾的活动设计
- 实战输出：单模块 PPT

学员收获

- 学到一种可以反复用于各种课程的**系统化课程开发方法**
- 从业务需求和工作绩效出发，设计出能产生可预见、可衡量的结果的课程
- 学会解决日常培训问题和挑战的独特捷径和节省时间的方法。
- 带着真实课题入营，最终输出课程设计教案和 PPT
- 得到一本 225 页的指南，囊括课程设计师在设计开发的每个环节需要用到的辅助工具，工作表单和实例

目标学员

企业培训师，负责主题课程开发的专业人士

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OFFLINE+ONLINE BLENDED LEARNING CAMP:

PERFORMANCE BASED INSTRUCTIONAL DESIGN CERTIFICATE PROGRAM

AS A COURSE DEVELOPER, DO THE FOLLOWING CHALLENGES RESONATE WITH YOU?

How can I identify necessary and sufficient training contents based on the business needs?

How do I check the effectiveness of my learning and sustain the impact?

How am I able to develop creative activities to increase the quality and appeal of my instruction?

To find the answers, please attend "Performance-based Instructional Design" blended learning camp jointly launched by Mercer and Training Magazine. We use an innovative blended learning approach to help participants learn proven and effective instructional development strategies in the classroom and accomplish a real development or redesign project via online tutoring.

The blended learning camp includes **2-day offline classroom training** and **4-week online learning and tutoring**. It is recommended for **Internal Trainers** who want to develop courses focusing on business needs and learners' expectations; for **Regional Trainers** who need to customize the global course materials to fit in the local context; for **Subject Matter Experts (SMEs)** who need to develop the existing course materials using the systematic instructional development process; and for **Organizations** who want a consistent and proven strategy for developing effective instructional materials.

Participants attending classroom training and completing the assignments successfully will receive a **"Certificate of Completion" issued by Training Magazine.**

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OFFLINE CLASSROOM TRAINING

MODULE 1: NEEDS ASSESSMENT
- Understanding the performance issues behind a training request
- Distinguish between trainable and non-trainable performance gas
- Describe the business need for the training development project
    - Job Aid： MADAM Model for Needs Assessment

MODULE 2: LEARNER & CONTEXT ANALYSIS
- Examine the characteristics of target audience
- Examine the characteristics of the training context
    - Job Aid 1: Learner Analysis format
    - Job Aid 2: Context Analysis format

MODULE 3: CONTENT ANALYSIS
- Identify the necessary and sufficient contents to address the business needs and learners' competent needs
    - Job Aid 1: Content Selection Matrix
    - Job Aid 2: Content Analysis format

MODULE 4: LEARNING OBJECTIVES
- Write cognitive objectives at an appropriate level for the performance needed by your learners
- Write objectives by specifying the action and conditions of standard performance

MODULE 5: CRITERION-REFERENCED TESTING
- Create the testing means to verify which learners have achieved which learning objectives
    - Job Aid : Learning Objectives and Criterion-referenced Testing format

MODULE 6: EFFECTIVE INSTRUCTION
- Use a 4-step procedure for designing any instructional module.
- Step I: Create a dynamic and meaningful opening to your module
- Step II: Learn a specific technique on how to write objective-based , illustrated presentations from scratch

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- Step III: Learn how to integrate different types of learning activities in your module
- Step IV: Test the effectiveness of your learning module and find ways to sustain the impact and encourage learning transfer after the course
  - o Job Aid 1: Writing instruction from scratch
  - o Job Aid 2: 4-step instruction procedure checklist

MODULE 7: FACILITATOR GUIDES
- See examples of facilitator guide format at different levels of details
  - o Job Aid: Level II facilitator guide format

MODULE 8: EVALUATION AND DEVELOPMENT TEST
- Distinguish between four levels of evaluation
- Understand the purpose and process of development test
- Learn a quick and powerful development test method
  - o Job Aid: Development Test feedback

MODULE 9: DEVELOPMENT IN SPECIFIC SITUATIONS:
- Short Cuts and Time-Savers in "hurry up" situations
- Creative and Pragmatic Online Course Development Strategies

ONLINE LEARNING & TUTORING

Every week, learners will access to one supplementary learning video and complete one assignment, which will be reviewed and replied with revision comments from the course facilitator.

THE 1ST WEEK:
- Supplementary resource："Gaps Map"
- Assignment: Complete Needs Assessment for your project

THE 2ND WEEK:
- Supplementary resource："Go deeper into Learning Objectives"
- Assignment: Fill Design Document for your project

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THE 3ʳᴰ WEEK:

- Supplementary resource："Using Mind map to write instruction from scratch"
- Assignment: Write Instruction of one module for your project

THE 4ᵀᴴ WEEK:

- Supplementary resource："Opening & Closing Activities"
- Assignment: Draft Presentation of one module for your project

BENEFITS TO LEARNERS

- You will learn **a systematic course development methodology** that you can use again and again for any type of training development.
- You will design instruction that directly improves job performance and produces predictable, measurable training results.
- You will learn specific shortcuts and time-savers for solving everyday training problems and challenges.
- You will learn by working on your own project. By the end of the camp, you will complete the design document and the training material of one module.
- You will take home the 225-page guide, which thoroughly documents each topic with job aids, worksheets and real-world examples.

WHO SHOULD ATTEND

orporate Internal Trainers and Subject Matter Experts (SMEs) who need to develop training courses.