

The Wiley Blackwell
Handbook of the
Psychology of Training,
Development, and
Performance Improvement

**Edited by Kurt Kraiger, Jonathan Passmore,
Nuno Rebelo dos Santos, and Sigmar Malvezzi**

WILEY Blackwell

Contents

About the Editors	vii
About the Contributors	ix
Foreword	xiv
Series Preface	xv
Railway Children	xvii
1 The Psychology of Training, Development, and Performance Improvement	1
<i>Kurt Kraiger, Jonathan Passmore, Nuno Rebelo dos Santos, and Sigmar Malvezzi</i>	
Section I Training	11
2 The History of Training	13
<i>Sigmar Malvezzi</i>	
3 Training Needs Analysis at Work	32
<i>Rodrijjo R. Ferreira, Gardenia da Silva Abbad, and Luciana Mourao</i>	
4 Training and Workplace Learning	50
<i>Karen Evans and Natasha Kersh</i>	
5 Transfer of Socialization	68
<i>Alan M. Saks</i>	
6 Encouraging Active Learning	92
<i>Nina Keith and Christian Wolff</i>	
7 The Competencies of Effective Trainers and Teachers	117
<i>Darryl Gauld</i>	
8 Training Evaluation	136
<i>Jonathan Passmore and Maria Joao Velez</i>	
9 Knowledge Transfer and Organizational Learning	154
<i>Linda Arjjote</i>	

Section II	E-Learning	171
10	Facilitation in E-Learning <i>Annette Towler and Tyree Mitchell</i>	173
11	Effective Virtual Learning Environments <i>Jean-Luc Gartner</i>	188
12	Game- and Simulation-Based Approaches to Training <i>Rebecca Grossman, Kyle Heyne, and Eduardo Salas</i>	205
Section III	Personal and Professional Development in Organizations	225
13	Training and Personal Development <i>Kurt Kraiger and Thomas M. Cavanajjh</i>	227
14	The Contribution of Talent Management to Organization Success <i>David G. Collings</i>	247
15	Action Learning: Approaches, Applications, and Outcomes <i>Lisa Anderson and Charlotte Coleman</i>	261
16	Knowledge-Sharing, Cooperation, and Personal Development <i>Leonor Pais and Nuno Rebelo dos Santos</i>	278
17	Using Competences in Employee Development <i>Robert A. Roe</i>	303
18	Personal Development Plan, Career Development, and Training <i>Simon Beusaert, Mien Severs, and Therese Grohnert</i>	336
19	Leadership Development and Organizational Success <i>Thomas Garavan, Fergal O'Brien, and Sandra Watson</i>	354
20	Structured Actions of Intentional Development <i>Nuno Rebelo dos Santos and Leonor Pais</i>	398
21	Informal Learning and Development <i>Valeria Vieira de Moraes and Jairo Eduardo Borges-Andra.de</i>	419
Section IV	Performance Management	437
22	Performance Appraisal and Development <i>Jeffrey R. Spence and Patricia L. Baratta</i>	439
23	Designing Feedback to Achieve Performance Improvement <i>Manuel London and Edward M. Mone</i>	462
24	Using 360-Degree Feedback as a Development Tool <i>Clive Fletcher</i>	486
25	Feedback, Development, and Social Networks <i>Piet Van den Bossche, Sara van Waes, and Janine van der Rijt</i>	503
Index		521