## Contents

About the E	ditors	vii
About the C	Contributors	ix
Foreword		xiv
Series Prefac	e	XV
Railway Children		xvii
1	The Psychology of Training, Development,	
	and Performance Improvement	1
	Kurt Kraiger, Jonathan Passmore, Sigmar Malvezzi &	
	Nuno Rebelo dos Santos	
Section I	Training	11
		12
	The History of Training Sigmar Malvezzi	13
2	Training Needs Analysis at Work	32
	Rodrigo R. Ferreira, Gardênia da Silva Abbad,	32
	and Luciana Mourão	
4	Training and Workplace Learning	50
	Karen Evans and Natasha Kersh	00
5	Transfer of Socialization	68
	Alan M. Saks	- University e
6	Encouraging Active Learning	92
HE THE SEC	Nina Keith and Christian Wolff	Pasto value
7	The Competencies of Effective Trainers and Teachers	117
	Darryl Gauld	
8	Training Evaluation	136
	Jonathan Passmore and Maria Joao Velez	
9		154
	Linda Argote	

ON FEET SOLD, THE PARTY OF THE

Section	II	E-Learning	171
	10	Facilitation in E-Learning	173
	11, 90	Annette Towler and Tyree Mitchell	
	11	Effective Virtual Learning Environments  Jean-Luc Gurtner	188
	12	Game- and Simulation-Based Approaches to Training Rebecca Grossman, Kyle Heyne, and Eduardo Salas	205
Section	Ш	Personal and Professional Development	
		in Organizations	225
	13	Training and Personal Development  Kurt Kraiger and Thomas M. Cavanagh	227
	14	The Contribution of Talent Management to Organization Success  David G. Collings	247
	15	Action Learning: Approaches, Applications, and Outcomes Lisa Anderson and Charlotte Coleman	261
	16	Knowledge-Sharing, Cooperation, and Personal Development Leonor Pais and Nuno Rebelo dos Santos	278
	17	Using Competences in Employee Development  Robert A. Roe	303
	18	Personal Development Plan, Career Development, and Training Simon Beausaert, Mien Segers, and Therese Grohnert	336
	19	Leadership Development and Organizational Success Thomas Garavan, Fergal O'Brien, and Sandra Watson	354
	20	Structured Actions of Intentional Development  Nuno Rebelo dos Santos and Leonor Pais	398
	21	Informal Learning and Development Valéria Vieira de Moraes and Jairo Eduardo Borges-Andrade	419
Section	IV	Performance Management	437
	22	Performance Appraisal and Development  Jeffrey R. Spence and Patricia L. Baratta	439
	23	Designing Feedback to Achieve Performance Improvement  Manuel London and Edward M. Mone	462
	24	Using 360-Degree Feedback as a Development Tool  Clive Fletcher	486
	25	Feedback, Development, and Social Networks Piet Van den Bossche, Sara van Waes, and Janine van der Rijt	503
Index			521