

# Will Thalheimer, Ph.D.

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**Position Sought** A senior, high-profile position (in New England, New York, or virtually accessible) with the authority, budget, and thoughtful colleagues to think afresh about learning-and-performance challenges. I'd love a place where I can be entrepreneurial, whether in a small or large organization, building value by combining my multiple backgrounds as a learning expert, researcher, instructional designer, business strategist, manager, marketer, speaker, writer, and visionary. I want to build something that works.

**Current Work** 1998-present Work-Learning Research, Inc. Somerville, MA

**President, Founder.**

Work-Learning Research provides research-based consulting services, workshops, learning audits, and publications to help learning executives, instructional designers, e-learning developers, trainers, and performance consultants build maximally effective learning-and-performance solutions.

**Specific Work Tasks:** Consult on instructional-design and e-learning; speak at conferences, meetings, and events; design and deliver online and classroom workshops; conduct learning audits and evaluations; compile research from refereed journals; write research reports, articles, blog posts.

**Business Administration:** Strategy, business development, marketing, website development, accounting, networking, purchasing.

**Clients:** Allen Interactions, Walgreens, Type A Learning Agency, Monitor Group, Pfizer, ADP, Questionmark, Kauffman Foundation, Midi Compliance Solutions, Wm. A. Berry & Sons, SMG, Business Centered Learning, The eLearning Guild, Nielsen.

**Previous  
Work**

1995–1998      Strategic Management Group      Philadelphia

Product Leader, "Leading for Business Results"

- Business strategy, product line branding, marketing strategy
- Managed product management team and two product development teams
- Spearheaded intellectual property and curriculum development
- Trained Fortune 500 managers in leadership and change management
- Subject-matter expert in leadership, learning, instructional design
- Responsible for revenue improvements from \$1 to \$4 million dollars

1988-1995      Various Occupations/Schooling      New York City  
Consulting, Research, Teaching, and Learning

- Project Director, *Classroom, Inc.*, developing multimedia simulations Managed at team of three developers. Organized interactions between stakeholders at Morgan Stanley, New York City Public Schools, and Columbia University. Developed simulations and curriculum to teach at-risk high school students in Brooklyn, NY about how to run a business.
- Taught at Columbia University's Teacher College (Course in Simulation Development)
- Taught at City University of New York's Hunter College (Course in Educational Psychology)
- Independent Consultant on instructional design. Clients: Citibank, SMG. IEC.
- Doctoral Student and Researcher, Human Learning and Cognition

1985-1988      Strategic Management Group      Philadelphia  
Director, Project Manager, Instructional Designer, Simulation Architect

- Managed, designed, and developed scenario-based business simulations, self-study workbooks, and computer-based testing software.

1976-1985      Various Occupations/Schooling      Pennsylvania

- Various jobs including cooking, selling, claims processing, counseling, teaching the mentally retarded, helping the emotionally disturbed.

<b>Education</b>	1996	Columbia University	New York City
		PhD Educational Psychology: Human Learning and Cognition	
	1986	Drexel University	Philadelphia
		MBA Management Information Systems Courses: Instructional Design & Technology	
	1982	Pennsylvania State University	State College
		BA Psychology	

**Client Experience** Allen Interactions, Walgreens, Type A Learning Agency, Monitor Group, Pfizer, ADP, Questionmark, Kauffman Foundation, Midi Compliance Solutions, Wm. A. Berry & Sons, Business Centered Learning, The eLearning Guild, SMG, Rockwell, PPG, Kodak, Boeing, Raytheon, Ameritech, AGFA, AMD, Ericsson, U. S. Post Office, Kendro, Rhone Poulenc-Rorer, Proctor & Gamble, Internal-External Communications, Columbia University, Citibank, IBM, ATT, Champion, Texas Utilities, Bell Atlantic, DRPA.

**Other Leadership Experience** Served two years as chair of the ISPI (International Society Performance Improvement) Research Committee 2003-2005, after having won an ISPI research award and grant in 2002-2003. Board member, New York Society for Ethical Culture. Co-founder, President, board member of West Chester Chess Club.

**Additional Information** Dr. Thalheimer's work can be viewed at the following websites:

- Website: [www.work-learning.com](http://www.work-learning.com)
- Website: [www.AudienceResponseLearning.org](http://www.AudienceResponseLearning.org)
- Blog: [www.WillAtWorkLearning.com](http://www.WillAtWorkLearning.com)
- Publications: [www.work-learning.com/catalog/](http://www.work-learning.com/catalog/)
- Speaking: [www.work-learning.com/speaking\\_engagements.htm](http://www.work-learning.com/speaking_engagements.htm)

**Papers,  
Articles, and  
Research  
Reports  
(a partial list)**

Thalheimer W. (2007, forthcoming). Questioning Strategies for Audience Response Systems: How to Use Questions to Maximize Learning, Engagement, and Satisfaction. To be available at: [www.work-learning.com/catalog/](http://www.work-learning.com/catalog/).

Thalheimer, W. (2006). *Spacing learning events over time: What the research says*. Available at: [www.work-learning.com/catalog/](http://www.work-learning.com/catalog/).

Thalheimer, W. (2005). *E-Learning's Burden on Work-Life Balance: What we can do*. Available at: [www.work-learning.com/catalog/](http://www.work-learning.com/catalog/).

Thalheimer, W. (2004). *Bells, whistles, neon, and purple prose: When interesting words, sounds, and visuals hurt learning and performance—a review of the seductive-augmentation research*.

Thalheimer, W. (2003). *How simulation-like questions can replace expensive multimedia simulations*.

Thalheimer, W. (2003). *Do completion rates matter?*

Thalheimer, W. (2002). *The learning benefits of questions*. Available at: [www.work-learning.com/catalog/](http://www.work-learning.com/catalog/).

Thalheimer, W. (2002). *e-LEARNING: Utilizing research-based considerations to improve learning and performance*. Available at: [www.work-learning.com/catalog/](http://www.work-learning.com/catalog/).

Thalheimer, W. (2002). *Stop aiming for interactivity!* Paper written for e-learning magazine, available at: [www.work-learning.com/catalog/](http://www.work-learning.com/catalog/).

Thalheimer, W. (2002). *Simulation-like questions: How and why to write them*. Available at: [www.work-learning.com/catalog/](http://www.work-learning.com/catalog/).

Thalheimer, W. (2002). *Instructional objectives: A Work-Learning Research instructional research report*. Available at: [www.work-learning.com/catalog/](http://www.work-learning.com/catalog/).

Thalheimer, W. (2002). *Aligning Contexts: A Work-Learning Research instructional research report*. Available at: [www.work-learning.com/catalog/](http://www.work-learning.com/catalog/).

Thalheimer, W., & Cook, S. (2002). *How to calculate effect sizes from published research articles: A simplified methodology*. Available at: [www.work-learning.com/effect\\_sizes.htm](http://www.work-learning.com/effect_sizes.htm).

Thalheimer, W. (1996). *Information-acquisition goals: How questions produce learning through non-strategic processing*. Unpublished doctoral dissertation, Columbia University.

Thalheimer, W. (1996). *How infogoals create construct accessibility and learning*. Paper presented at the American Educational Research Association Conference, New York: April, 1996.

Thalheimer, W. (1995). *How goals create targeted epistemic processing: including a failed attempt to find a causal link through obligatory selective attention*. Paper presented at the American Educational Research Association Conference, San Francisco: April 1995.

Thalheimer, W., Wilder, H., de Soto, D., & Black, J. B. (1992). *Multiple Feedback mechanisms in a business simulation*. In M. R. Simonson, & K. A. Jurasek (Eds.) 14th Annual Proceedings of Selected Research and Development Presentations at the National Convention of the Association for Educational Communications and Technology. Washington. DC.

**Conference Presentations (a partial list)**

Thalheimer, W. (2007). *Using Fundamental Learning Research to Maximize Performance*. Full-day preconference workshop presented at ISPI.

Thalheimer, W. (2007, 2006). *Designing Learning into e-Learning: What the Research Says*. Full-day preconference workshop presented at The eLearning Guild.

Thalheimer, W. (2006). *Beyond smile sheets: Learning audits and evaluations we can trust*. Will be presented at a meeting of the New England Learning Association, the eLearning Guild, and the Industry Trainers Conference.

Thalheimer, W. (2006, 2005). *Almost everything you know about learning objectives is wrong: What the research says*. Presented at Training 2006, ITTC 2005, eLearning Guild's eProducer Conference 2005, ISPI 2005.

Thalheimer, W. (2005). *Secrets from the learning research: Designing e-learning that works*. Presented at eLearning Guild's Conference.

Thalheimer, W. (2005). *Scenario-Based Questions: What the Research Says about How to Use Them*. Presented at Questionmark Conference.

Thalheimer, W. (2004). *How Simulation-Like Questions Can Replace Expensive Multimedia Simulations*. Presented at ASTD TechKnowledge.

Thalheimer, W. (2004). *The Future of E-Learning: Secrets from the Learning Research*. Presented at Assoc. for Multimedia Communications.

Thalheimer, W. (2004). *Leveraging E-Learning to Promote Transfer: A Research-Based Approach*. Presented at ASTD International Conference.

Thalheimer, W. (2003). *How Simulation-Like Questions Can Replace Expensive Multimedia Simulations*. Distance Teaching and Learning 2003.

Thalheimer, W. (2003). *E-Learning's Unique Capabilities: Secrets from the Learning Research*. Presented at Learning and Training Week.

Thalheimer, W. (2003). *The Learning Benefits of Questions*. Presented at Questionmark Conference.

Thalheimer, W. (2000). *Designing Training based on the research: Doing training right!* Paper presented at the Maine ASTD Annual Conference, Portland, Maine: June 2000.

Thalheimer, W. (1996). *How infogoals create construct accessibility and learning*. Paper presented at the American Educational Research Association Conference, New York: April 12th, 1996.

Thalheimer, W. (1995). *How goals create targeted epistemic processing: including a failed attempt to find a causal link through obligatory selective attention*. Paper presented at the American Educational Research Association Conference, San Francisco: April 1995.

Thalheimer, W., Wilder, H., de Soto, D., & Black, J. B. (1992). *Hierarchically anchored educational systems: Simulations, simulation experiences, the bigger program*. Paper presented at the Convention of the Association for Educational Communications and Technology. Washington. DC.

Dahl, H., Cohen, D., & Thalheimer, W. (1988). *Finally--computer-based business simulations focused on human resources*. Paper presented at the annual meeting of the American Society for Training & Development.