

When it Really Matters!

Using Performance Technology for Results

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NANA Training Systems

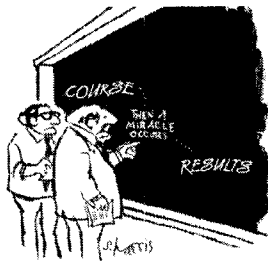


Why is Performance Technology the New Frontier?

Have You Seen This?

Participants love what they learn and intend to apply it, but when they get back to work they get busy on other things and all their good intentions get washed away.

Have You Seen This?

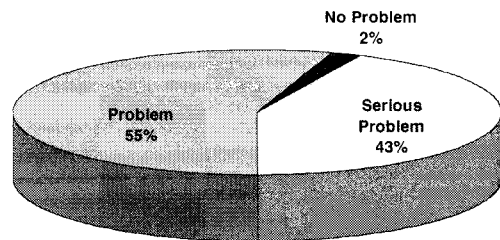


Cat herding

"I think you should be more explicit here in step two."

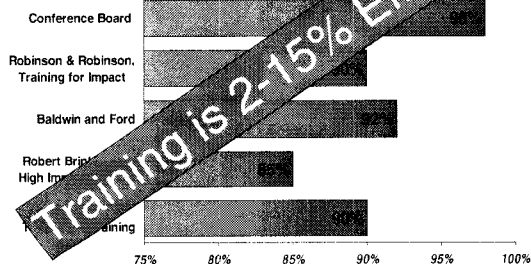
Productivity and Performance

Percentage of Companies Indicating Problems in Obtaining High Performance from Workforce

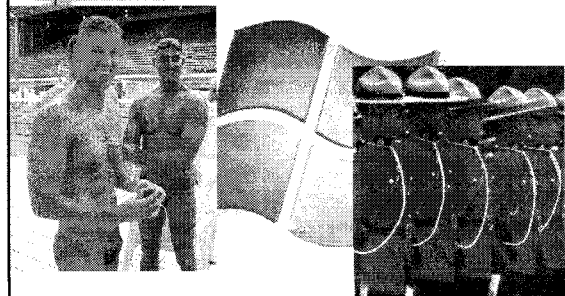


ASTD, Conference Board

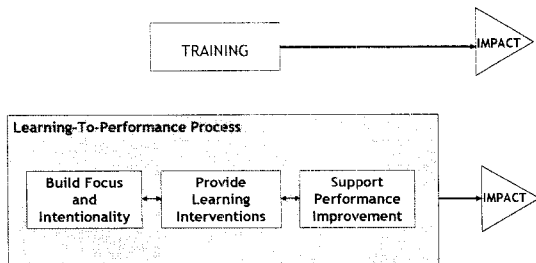
Wasted Value of Training



Who are those guys?



How Training Achieves Results: Two Views



Let's Explore Performance Technology!

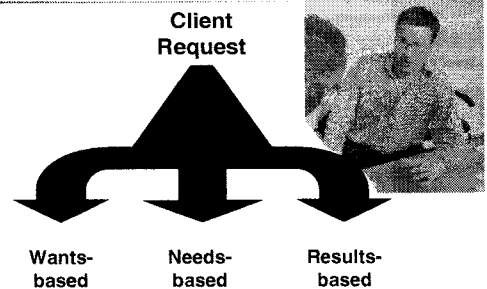
- Principles
- Models
- Application



PT Key Principles

- **R**esults focused: begin with the end in mind
- **S**ystemic: take a systems viewpoint
- **V**alue added: focus on what really matters to the organization
- **P**artner: with clients and other performance professionals

Results-based



Focus on Outcomes, not Behaviors

| Job | Accomplishments | Behaviors |
|----------------|-------------------|-----------------------------|
| Airplane Pilot | Safe landings | Reads instruments correctly |
| Word Processor | Reports typed | Words typed per minute |
| Loan Officer | Loans closed | Understands forms |
| Dock Worker | Containers loaded | Hustles on dock |

Performance should be confused with performing

Could you improve performance?



I would perform better if . . .

1. I knew the exact expectations of the job and had more specific job feedback and better access to information
2. I had better tools and resources to work with
3. I had better financial and non-financial incentives/ consequences for doing my work
4. I received more and better training to do my job
5. My personal characteristics and capacities better matched the job
6. I cared more and really wanted to do my job better

What do I need in order to improve my performance on the job?

| | | |
|---|---|--|
| Information Examples: Timely feedback on your performance, clear standards, access to information | Resources Examples: Tools, materials, technology, equipment, time, access to experts, budget, supplies | Incentives/Consequences Examples: Rewards and recognition for performance, promotions, punishment |
| Knowledge & Skills Examples: Training, development opportunities, varied work assignments, conferences | Capacity Examples: Personal characteristics, traits; physical, emotional and mental limitations | Motivation Examples: Value placed on job, level of confidence, mood, climate, culture, atmosphere |

Self Selection

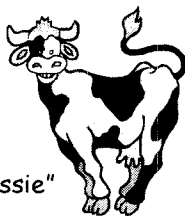
| | | | |
|--------------------------------------|--------------------|-----------|-----------------------------|
| Environment/ Organization | Information | Resources | Incentives/ Consequences |
| 75% | 35% | 26% | 14% |
| Individual/ Performer | Knowledge & Skills | Capacity | Motivation |
| 25% | 11% | 8% | 6% |

Three Key Conclusions

1. Lack of performance in the workplace is more frequently caused by environmental/organizational factors rather than personal factors. Has this been your experience?
2. Nonetheless, we keep trying to fix the individual. Has this been your experience?
3. It is actually easier and cheaper to fix the environment. Would this be true for you?

Take A Systems Approach

Organizations are systems



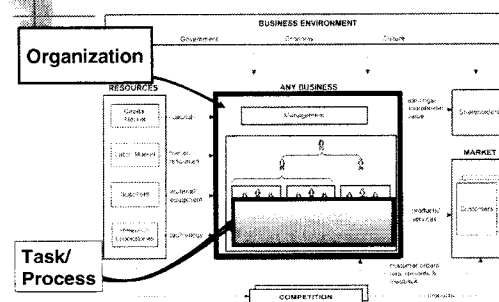
"Bessie"

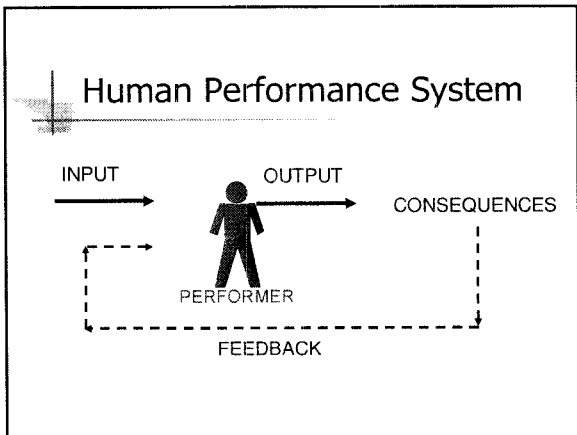
Inputs

Processes

Outputs

Three Levels of Performance

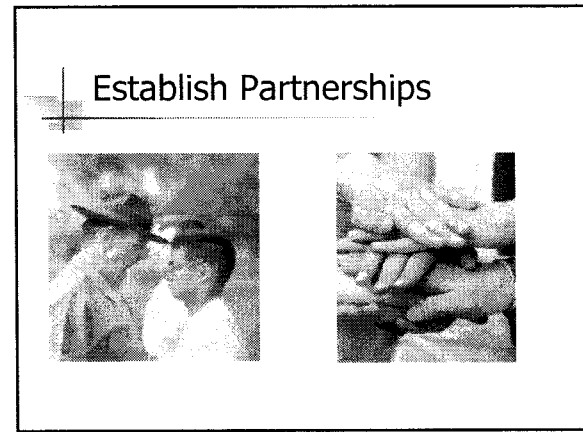
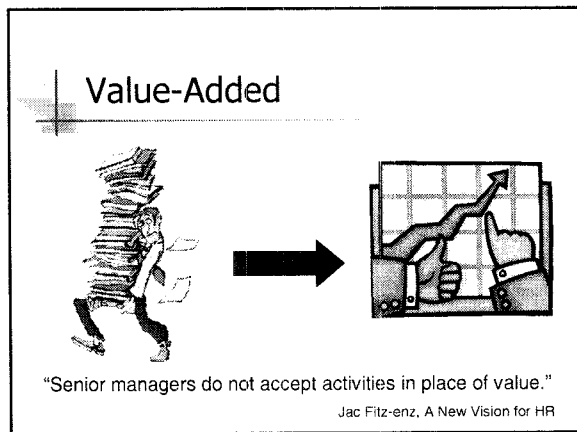




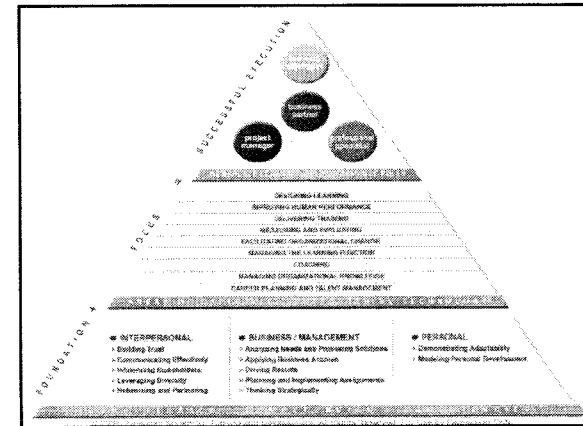
"If we put a good performer in a bad system, the system will win every time."

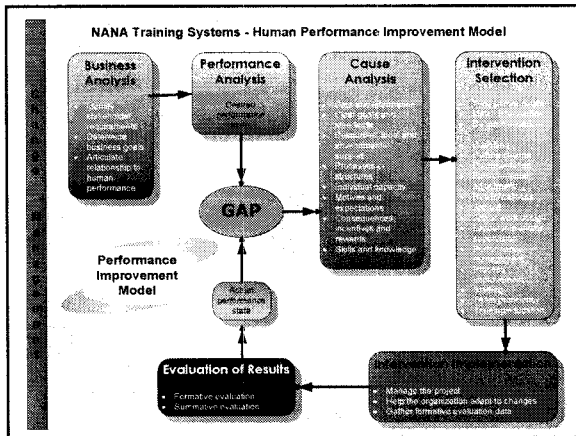
Geary Rummler

The best training in the world cannot overcome a dysfunctional Human Performance System



- ### Contributing Disciplines
- Behaviorism
 - Diagnostic and analytical systems
 - Organizational learning and instructional systems design
 - OD and change management
 - Systems theory
 - Evaluation
 - Management sciences
-
- The logos for HPT (Human Performance Technology) and ASTD/HPI (Association for Talent Development / Human Performance Institute) are displayed on the right side of the slide.





Human Performance Technology is Appropriate When ...

- You've been asked to implement a training solution
- You've been asked to help with a performance issue
- You've been asked to help in implementing a change that will have a major impact on a group of performers

Let's apply what we've learned about HPT ...

It was a dark and stormy night ...

From Order-Taker to Problem Solver

| <u>Training Perspective</u> | <u>Performance Perspective</u> |
|-----------------------------------|--------------------------------|
| Training is <u>the</u> solution → | Training is <u>a</u> solution |
| Deliver customer request | → Examine as alternative |
| Transfer KSA | → Meet organizational goals |
| Deliver training → | → Diagnose performance probs. |
| Training needs analysis | → Performance analysis |
| Training design → | Intervention specialist |
| Training delivery | → Change manager |
| Measure reaction, transfer | → Measure gap, achieving goals |

