

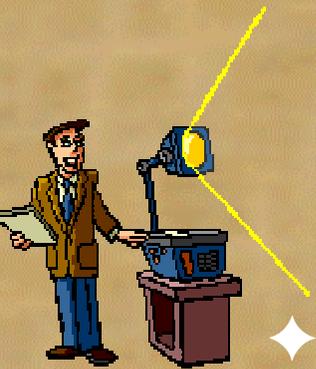
Transforming the Training Mission:

Migrating from Training Provider to Performance Improver



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In this session, we will talk about:

- ◆ Case for Performance
- ◆ Difference Between Training and Performance; OD vs HPT
- ◆ Human Performance Improvement Competencies
- ◆ Role of professional associations (ASTD, ISPI)

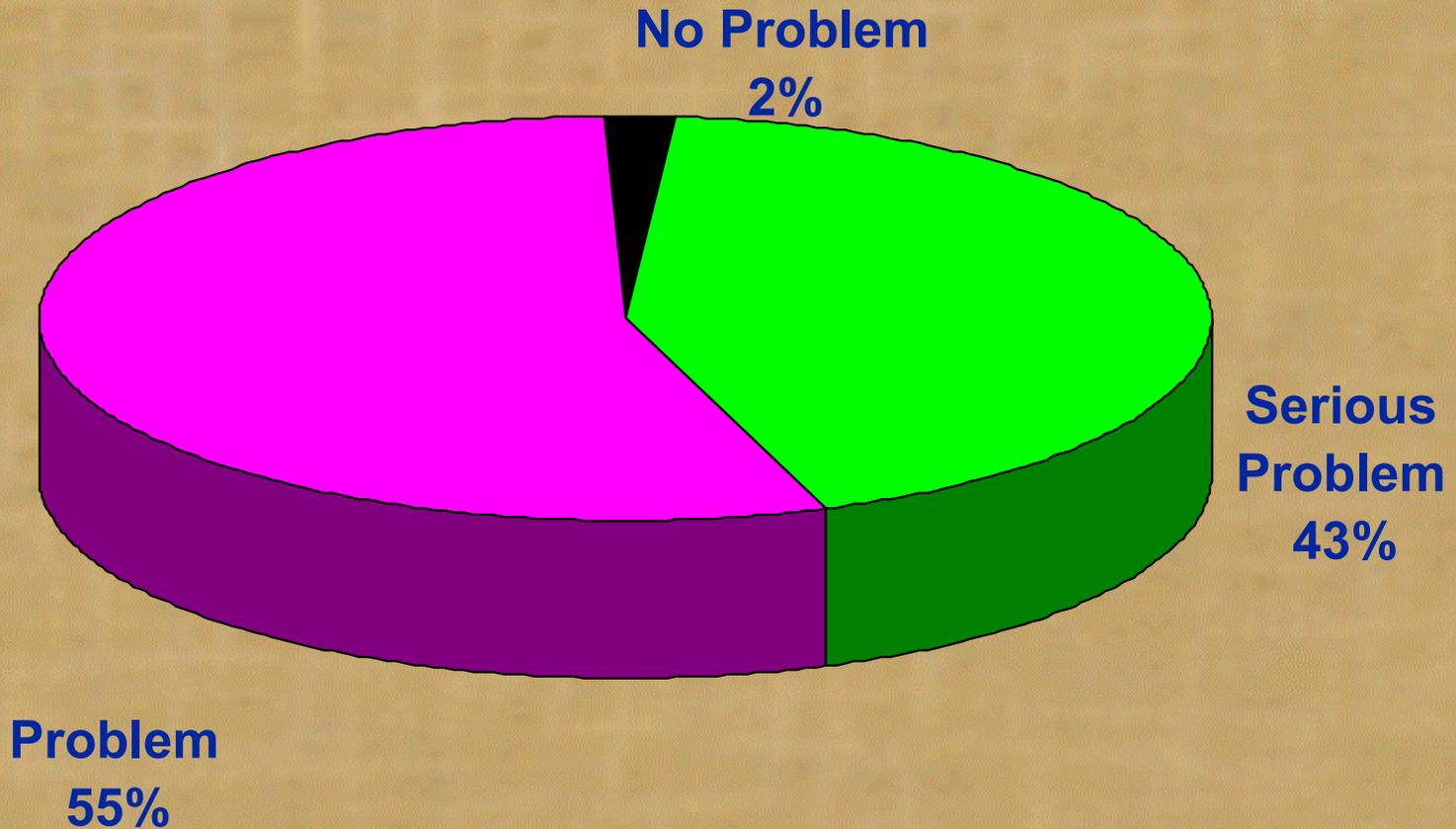
Case for Performance



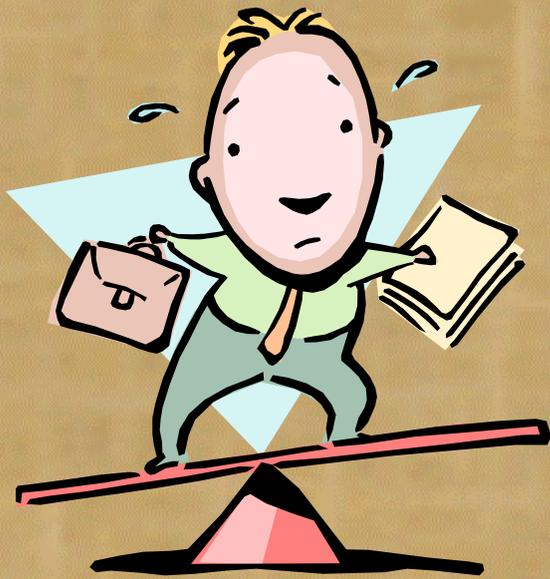
- ◆ Forces of change
- ◆ Performance gap exists
- ◆ Less than expected results
- ◆ Emerging human performance management systems

Productivity & Performance

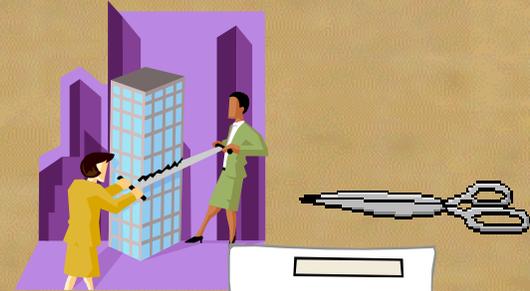
Percentage of Companies Indicating Problems in Obtaining High Performance from Workforce



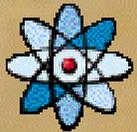
Traditional Methods Are Not Working



- ◆ Downsizing
- ◆ Restructuring
- ◆ Reengineering
- ◆ Training



Performance:



**“On-the-job processes
(behaviors) which produce
accomplishments valued
by the receiver and the
organization.”**

Joe Harless

Performance:

“On-the-job processes (behaviors) which produce accomplishments valued by the receiver and the organization.”

Joe Harless

Challenges for HRD Practitioners

- ◆ Focus on tools for improving performance
- ◆ Develop new methods that match the changing workplace
- ◆ Find new measures of performance



Elements of Performance

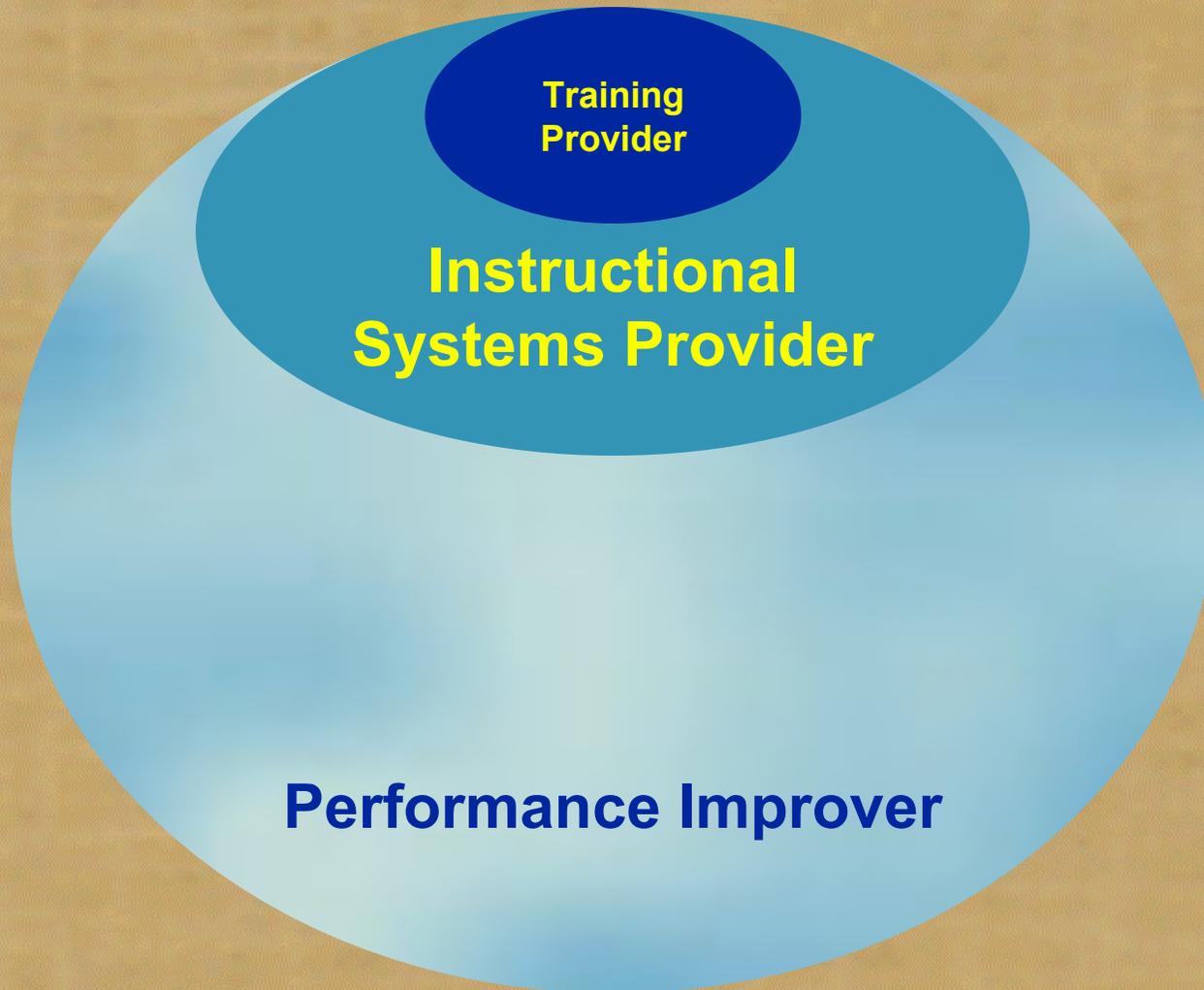
- ◆ **Results that make a company competitive**
- ◆ **Measurable change**
- ◆ **People with the right skill, knowledge, and behavior**
- ◆ **Systems and processes**
- ◆ **Methods for analyzing and closing gaps**



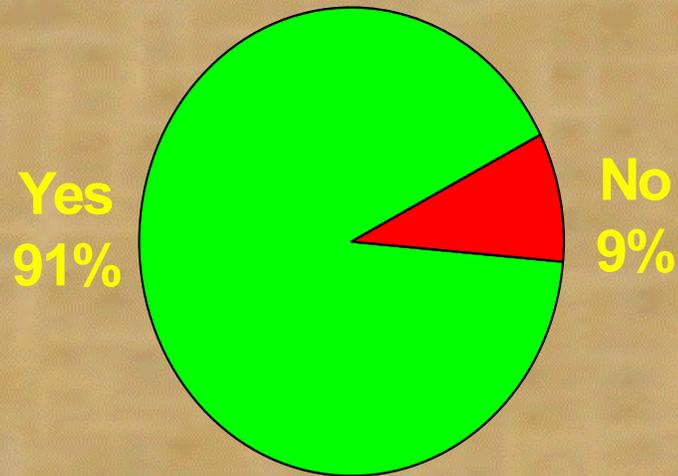
Performance



Sphere of Influence

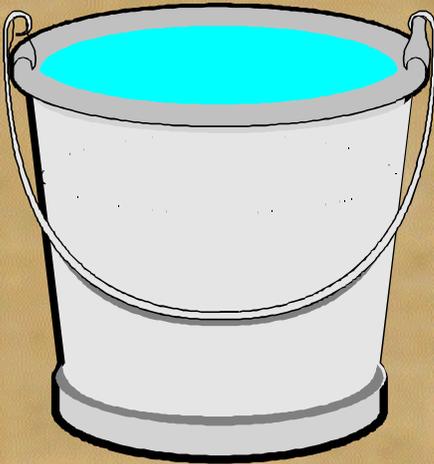


Difference Between Training and Performance?

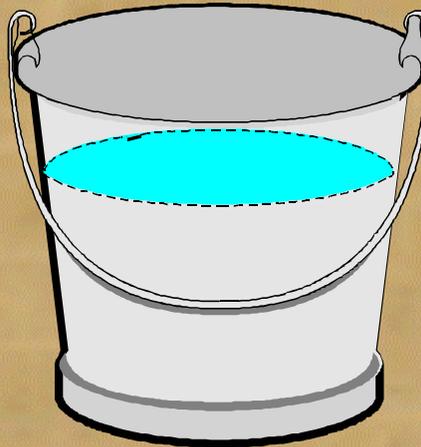


Does your boss agree with your distinction between training and performance?

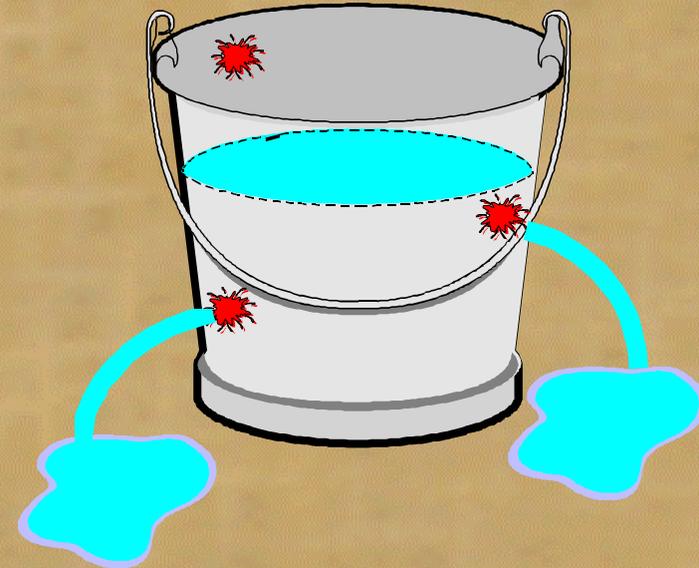
Eliminate Waste



What is our *Potential Capacity?*



What is our *Performing Capacity*



Limiting Factors = Waste

Assumptions

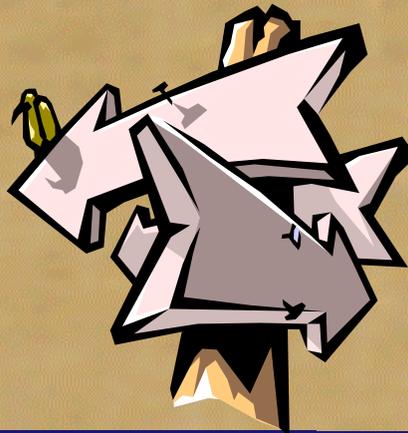
“Training is...

Training Perspective

... the Solution.”

Performance Perspective

... one possible
intervention.”



Assumptions

The Goal is to...

Training Perspective

... transfer
knowledge,
skills, or
ability.

Performance Perspective

... meet
organizational
goals.”



Assumptions

Training should be...

Training Perspective

... delivered
based on
customer
requests.”

Performance Perspective

... examined as part
of an integrated
response for
customers.”



Assumptions

Most Important Skill is...

Training Perspective

... to deliver
training and
facilitate
learning.”

Performance Perspective

... the diagnosis of
performance
problems.”



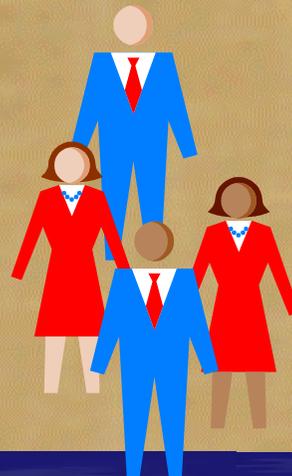
Roles

Training Perspective

- ◆ Training needs analysis
- ◆ Training design
- ◆ Training delivery
- ◆ Evaluation
- ◆ Training measurement & coordination

Performance Perspective

- ◆ Analyst
- ◆ Intervention Specialist
- ◆ Change Manager
- ◆ Evaluator



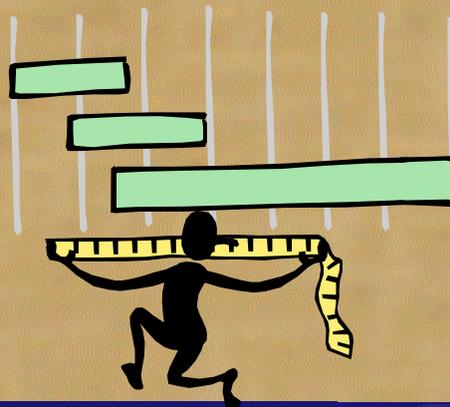
Measures

Training Perspective

- ◆ Reaction of participants
- ◆ Capability after learning
- ◆ Transfer of learning to job
- ◆ Return on investment

Performance Perspective

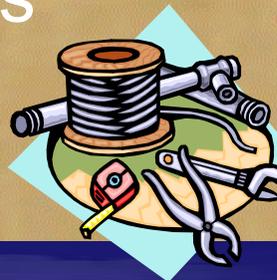
- ◆ Effect on performance gap
- ◆ Achievement of business goal



Tools

Training Perspective

- ◆ Assessment instruments
- ◆ Instructional design models
- ◆ Delivery mode(s)
- ◆ Learning technology
- ◆ Textbooks, workbooks, tests



Performance Perspective

- ◆ Organization's operating plan
- ◆ Strategy statement
- ◆ Process map
- ◆ Templates, models, matrices for human performance management
- ◆ Performance support technology



Aren't We Talking about OD?

- ◆ **Organizational Development (OD)** is organization-centered, i.e., transform or improve the performance of people by improving the organization.
- ◆ **Performance Technology (PT)** is performance-centered, i.e., transform or improve the performance of the organization at the individual level.



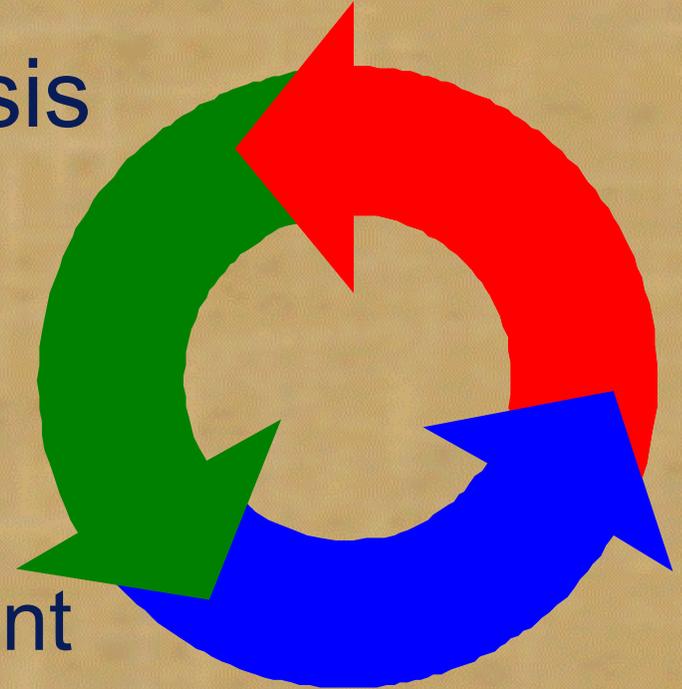
Aren't We Talking about OD?

- ◆ "Knowledge drives performance" vs. "Performance drives knowledge"?
 - **OD'er** says, "if I change the organization, people will perform better."
 - **PT'er** says, "if I change the behavior of individuals, the organization will perform better."



Performance Improvement Actions

- ◆ Performance analysis
- ◆ Cause analysis
- ◆ Interventions
 - Implementations
 - Change management
 - Evaluation and measurement



Core Competencies

- ◆ Systems Thinking & Understanding
- ◆ Performance Understanding
- ◆ Knowledge of Interventions
- ◆ Problem Solving Skills
- ◆ Consulting Skills



continued...

Core Competencies

- ◆ Industry Awareness
- ◆ Technological Awareness & Understanding
- ◆ Ability to see "Big Picture"
- ◆ Business Understanding
- ◆ Organization Understanding



continued...

Core Competencies

- ◆ Leadership Skills
- ◆ Interpersonal Relationship Skills
- ◆ Buy-in/Advocacy Skills
- ◆ Negotiating/Contracting Skills
- ◆ Coping Skills



Human Performance Improvement Roles

- ◆ Analyst
- ◆ Intervention Specialist
- ◆ Change Manager
- ◆ Evaluator



Analyst



- ✦ Performance analysis (front-end analysis) skills
- ✦ Needs analysis, survey design & development skills
- ✦ Competency identification skills
- ✦ Questioning skills
- ✦ Analytical skills
- ✦ Theoretical underpinning skills
- ✦ Work environment analytical skills



Intervention Specialist

- ✦ Performance information interpretation skill
- ✦ Intervention selection skill
- ✦ Performance change interpretation skill
- ✦ Ability to assess relationships among interventions
- ✦ Ability to apply critical business issues and changes
- ✦ Goal implementation skill



Change Manager

- ◆ Change impetus skills
- ◆ Communication channel, informal network, and alliance understanding
- ◆ Group dynamics process understanding
- ◆ Process consultation skills
- ◆ Facilitation skills



Evaluator

- ◆ Performance gap evaluation skill
- ◆ Ability to evaluate results against organizational goals
- ◆ Feedback skills
- ◆ Standard setting skills
- ◆ Ability to assess impact on culture
- ◆ Human performance improvement intervention reviewing skills



CPT Summary of Standards

The 10 Standards - based on ISPI's four principles and following a systematic process.

1. Focus on results and help clients focus on results.
2. Look at situations systemically taking into consideration the larger context including competing pressures, resource constraints, and anticipated change.
3. Add value in how you do the work and through the work itself.
4. Utilize partnerships or collaborate with clients and other experts as required.

Summary of Standards (cont'd)

Be systematic in all aspects of the process including:

5. The assessment of the need or opportunity.
6. The analysis of the work and workplace to identify the cause or factors that limit performance.
7. The design of the solution or specification of the requirements of the solution.
8. The development of all or some of the solution and its elements.
9. The implementation of the solution.
10. The evaluation of the process and the results.

For More Info...

International Society for Performance Improvement

<http://www.ispi.org>



ASTD

<http://www.astd.org>

UT Center for Industrial Services

<http://www.cis.utk.edu/hpt>

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Special thanks to ASTD. Portions of this presentation were adapted from:

Delivering Performance in a Changing World



Models for Human Performance Improvement