PROJECT DEFINITION PHASE

PERFORMANCE-BASED TRAINING BEST PRACTICES

- If the client request is a "given" training solution, confirm that it's truly a skills, knowledge, and/or attitude (S/K/A) shortfall.

- Ask for the business case (including measurable business results) that's driving this project/solution, and align all project activities to it.

- Create the project plan to: 1) include dialogue with stakeholders about required results; and 2) involve expert and average performers in review cycles.

- Immerse yourself in the business — make sure you're intimate with the organization's culture, mission, vision, operating strategies, business goals (especially the department's goals), products/services, workflow, past performance metrics, market conditions, etc.

- Keep your eyes and ears open — learn more about employee suggestion programs, customer surveys, supplier requests and complaints, and anything else that's happening in the business around you.

PERFORMANCE-BASED NON-TRAINING BEST PRACTICES

- If there's no clearly defined business case, ask to help develop the case (including measurable business results) that's driving this project/solution.

- If improved performance requires more than just new S/K/A, share one or more obvious non-training interventions.

- Help the client: 1) determine what performance data would be most useful to collect (level of detail and frequency); 2) find a way to begin collecting that data; and 3) create the data collection tools and process.

- Capture the trigger event(s) that initiated the project — inadequate performance, introduction of something new (process, system, employee, etc.), or increased expectations.

- Propose doing a performance analysis for a clearly defined problem (or opportunity) that identifies: 1) the desired performance situation and the actual situation; 2) the gap or difference between the actual and desired performance; 3) who's affected by the performance gap; 4) when/where the performance gap first occurred or is expected to begin; 5) when/where the symptoms/consequences of the gap were first noticed; 6) what the performance gap costs the organization; and 7) the impact of the performance gap.

- Propose doing a performance cause analysis that identifies if performers: 1) see the results of what they do; 2) are rewarded or provided with incentives for performing as desired; 3) are penalized for achieving desired results; 4) have the capacity to do the job; 5) are given the data, information, and feedback they need to perform at the time they need it; and 6) have the support tools and resources they need.

- Suggest moving the organization or department to begin using a balanced scorecard, which identifies areas to measure with corresponding success indicators.

- Do what you can, given the circumstances — you'll find there are interim, non-training solutions that allow you to proceed with a modest, but workable, beginning.