
CONTENTS

About This Book	iii
Tables, Figures, and Exhibits	xv
Web Site Tools	xvii
Preface	xxi
Introduction	xxiii
Audience	xxiv
How This Book Is Organized	xxiv
Getting the Most from This Resource	xxvi
Key Terms Used Throughout the Book	xxvii
1 Thinking Performance in the Twenty-First Century	1
Performance Is Our Business	1
Performers Do Have a Choice	2
Viewing Training Through a Different Lens	3
Client-Friendly Performance Framework	4

Business Outcome	6
Execution in the Work Setting	6
Performance Readiness	12
Preferences	14
The Training and Performance Process	14
Top Three Barriers to Performance	16
Summary	17
2 Five Key Factors of Alignment	19
It's About Results	19
Performance Results Defined	20
Keys to Alignment and Linkage	20
Factor One: Business Outcome Need Is Identified Up Front	22
Factor Two: The Training and Performance Design Is Guided by the Root Cause and Relevant Needs	26
Factor Three: Development and Delivery Are Focused and Linked to the Training and Performance Design	27
Factor Four: Following Delivery, Performers Choose to Execute in the Work Setting	29
Factor Five: Execution Is Linked to One or More Business Outcome Measures	29
Summary	31
3 PAL: The Alignment of Our Processes	33
With a New View Come New Processes	33
Introduction to the PAL Process	34
Phase One: Situational Needs Assessment and Performance Design	36
Step 1: Scope the Project and Utilize Six Signals to Determine Assessment Strategy	36
Step 2: Conduct Detailed Assessment and Analysis and Identify Alternative Solutions	37
Step 3: Administer Situational Risk Assessment and Analysis	37

Step 4: Propose the Solution and Negotiate Performance Alignment Contract	38
Step 5: Go/No Go Solution Decision	38
Phase Two: Design and Development	39
Step 6: Finalize Delivery Design and Strategy for Performance Transfer	39
Step 7: Develop and/or Acquire Focused Performance Solution Components	40
Phase Three: Delivery and Execution	41
Step 8: Implement Pre-Engagement Action	41
Step 9: Deliver Performance Solution and Assess Learning Readiness and Initial Reaction	41
Step 10: Trigger Transfer Strategy and Work Setting Execution	42
Phase Four: Verification and Follow-Up	43
Step 11: Rapid Verification of Results and Follow-Up Action Steps	43
Guiding Principles	43
Summary	43
4 Situational Needs Assessment: Opening the Door	45
A Process with Many Names	45
Getting Started	46
Two Roles for Needs Assessment	46
Proactive Role	47
Client Request Role	48
Client Key Behavior and Suggested Solutions	49
Client Resistance to Our Processes	49
The Initial Meeting: Let the Client Talk	50
Step 1 of the PAL Process: Scope the Project	52
The Six Signals	52
Intake Scope and Alignment Document	64
Summary	73

5	Situational Needs Assessment: The Analysis	75
	Step 2 of the PAL Process: Conduct Detailed Assessment and Analysis	75
	The Approach	76
	The Strategy	76
	Sampling	81
	Data Collection Methods and Sources	83
	Data Collection Methods	83
	Data Collection Sources	85
	Detailed Analysis	87
	Execution Gap Analysis	88
	Root Cause Analysis	89
	The Acid Test	92
	Step 3 of the PAL Process: Administer Situational Risk Assessment and Analysis	92
	The Guiding Objectives and Measures	97
	Risk Analysis: Assessing the Need for a Transfer Action and Strategy	98
	Summary	107
6	Aligning and Proposing the Solution	109
	Believe in Your Solution	109
	Influencing the Client	110
	Step 4 of the PAL Process: Propose the Solution and Negotiate Performance Alignment Contract	110
	Educating the Client	113
	Negotiating the Solution and the Performance Alignment Contract	119
	Evaluation Inquiry	125
	Step 5 of the PAL Process: Go/No Go Decision	126
	Forecasting the Return on Investment	126
	Summary	129

7	Aligning Design and Development	131
	The Alignment Continues	131
	The Phase Two Handoff	132
	Step 6 of the PAL Process: Finalize Delivery Design and Transfer Strategy	134
	The Handoff Briefing	134
	Step 7 of the PAL Process: Develop or Acquire Focused Solution Components	140
	Key Factors for Learning and Performance	141
	The Training Manager's Role	143
	Summary	143
8	Aligning Delivery and Execution	145
	Enabling the Performer	145
	Phase Three of the PAL Process	147
	Step 8 of the PAL Process: Implement Pre-Engagement Action	147
	Step 9 of the PAL Process: Deliver Performance Solution and Assess Readiness	149
	The Delivery	149
	Learner Readiness and Initial Reaction	151
	Step 10 of the PAL Process: Trigger Transfer Strategy and Execution	153
	The Follow-Up Transfer Action and Strategy	153
	Developing a Transfer Strategy	154
	The Significance of Active Management Reinforcement	158
	Summary	159
9	Rapid Verification of Results	161
	In The End It's Results That Count	161
	The Evaluation Decision	162
	Evaluation Framework	164
	Step 11 of the PAL Process: Rapid Verification of Results	167

Step 1: Determine Purpose and Verify Sponsorship for Evaluation	167
Step 2: Develop Detailed Plans for Low-Intensity Rapid Verification Strategy	170
Step 3: Collect and Analyze Readiness Data	179
Step 4: Collect and Analyze Follow-Up Performance Data	179
Step 5: Communicate Findings and Recommend Follow-Up Action	191
Summary	195
10 Cultivating and Sustaining Sponsorship	197
Contribution and Survival	197
Importance of Sponsorship	198
Influencing Sponsorship	199
Channel One: Direct Use Knowledge	200
Channel Two: Casual Indicators	200
Channel Three: Communication of Demonstrated Results	202
The Outside View	203
It's Time to <i>Stop Doing</i> —and <i>Start Doing</i>	206
Working Our Processes	208
A Few Closing Thoughts	209
Summary	210
Bibliography	211
About the Author	213
Index	215

TABLES, FIGURES, AND EXHIBITS

Tables

- 1.1. Stone's Performance-Centered Framework 5
- 1.2. Snappy Telecommunications: Linking Execution and Business Outcome 10
- 1.3. Criteria for an Effective Training and Performance Process 15
- 1.4. Top Three Barriers to Performance 16
- 2.1. EBS Printing Company 21
- 2.2. Five Key Factors of Alignment 22
- 2.3. Examples of the Five Key Factors of Alignment 23
- 3.1. Twelve Guiding Principles of the PAL Process 44
- 4.1. Six Signals: Six Situations That Drive Training Needs 54
- 6.1. The Solution Proposal Format 112
- 6.2. The Solution Proposal Format: Example 114
- 8.1. Learning and Performance Contract 148
- 8.2. Steps to Develop a Transfer Strategy 155
- 9.1. Framework for Performance and Evaluation 165
- 9.2. Decision Criteria for Type of Evaluation 169
- 9.3. Learning and Performance Action Plan 180
- 9.4. Planning the Success and Disappointment Analyses 187

- 10.1. Key Areas of Training Operations Effectiveness and Efficiency 204
- 10.2. What We Need to *Stop Doing* and *Start Doing* 206

Figures

- 1.1. Path to Alignment and Results 11
- 3.1. The Performance Alignment and Linkage Process 35
- 4.1. Situational Needs Assessment and Performance Design 53
- 5.1. Situational Needs Assessment and Performance Design 77
- 6.1. Situational Needs Assessment and Performance Design 111
- 7.1. Phases Two and Three of the PAL Process 133
- 8.1. Phases Two and Three of the PAL Process 146
- 9.1. The Performance Alignment and Linkage Process 163
- 9.2. Rapid Verification of Results 168

Exhibits

- 4.1. Intake Scope and Alignment Document 66
- 5.1. Assessment Strategy and Plan 79
- 5.2. Execution Gap Analysis 90
- 5.3. Root Cause Analysis 91
- 5.4. Root Cause Analysis Matrix 93
- 5.5. Root Cause Analysis Matrix Example 95
- 5.6. Situational Risk Assessment and Analysis Tool Set 99
- 6.1. Performance Alignment Contract 120
- 7.1. Training and Performance Design Specifications Document 136
- 9.1. Evaluation Strategy and Plan 174
- 9.2. Outcome Report 193

WEB SITE TOOLS

Chapter One

Table 1.1.	Stone's Performance-Centered Framework	5
Table 1.3.	Criteria for an Effective Training and Performance Process	15

Chapter Two

Table 2.2.	Five Key Factors of Alignment	22
------------	-------------------------------	----

Chapter Three

Figure 3.1.	The Performance Alignment and Linkage Process	35
Table 3.1.	Twelve Guiding Principles of the PAL Process	44

Chapter Four

Figure 4.1.	Situational Needs Assessment and Performance Design	53
Table 4.1.	Six Signals: Six Situations That Drive Training Needs	54
Exhibit 4.1.*	Intake Scope and Alignment Document	66

Chapter Five

Figure 5.1.	Situational Needs Assessment and Performance Design	77
Exhibit 5.1.*	Assessment Strategy and Plan	79
Exhibit 5.2.*	Execution Gap Analysis	89
Exhibit 5.3.	Root Cause Analysis	91
Exhibit 5.4.*	Root Cause Analysis Matrix	93
Exhibit 5.5.	Root Cause Analysis Matrix Example	95
Exhibit 5.6.*	Situational Risk Assessment and Analysis Tool Set	99

Chapter Six

Figure 6.1.	Situational Needs Assessment and Performance Design	111
Table 6.1.*	The Solution Proposal Format	112
Table 6.2.	The Solution Proposal Format: Example	114
Exhibit 6.1.*	Performance Alignment Contract	120

Chapter Seven

Figure 7.1.	Phases Two and Three of the PAL Process	133
Exhibit 7.1.*	Training and Performance Design Specifications Document	136

Chapter Eight

Figure 8.1.	Phases Two and Three of the PAL Process	146
Table 8.1.	Learning and Performance Contract	148
Table 8.2.*	Steps to Develop a Transfer Strategy	155

*A blank template version of this tool is available on the following Web sites: <http://Pfeiffer/go/TrainingforResults> and www.performanceandROI.com.

Chapter Nine

Figure 9.1.	The Performance Alignment and Linkage Process	163
Table 9.1.	Framework for Performance and Evaluation	165
Figure 9.2.	Rapid Verification of Results	168
Table 9.2.	Decision Criteria for Type of Evaluation	169
Exhibit 9.1.*	Evaluation Strategy and Plan	174
Table 9.3.	Learning and Performance Action Plan	180
Table 9.4.	Planning the Success and Disappointment Analyses	187
Exhibit 9.2	Outcome Report	193

Chapter Ten

Table 10.1.*	Key Areas of Training Operations Effectiveness and Efficiency	204
Table 10.2.	What We Need to <i>Stop Doing</i> and <i>Start Doing</i>	206

*A blank template version of this tool is available on the following Web sites: <http://Pfeiffer/go/TrainingforResults> and www.performanceandROI.com.

<http://www.pbookshop.com>