Contents

About This Book		xi
Acknowledgments		xiii
Contributo	ors	xv
Introductio	on colt	xix
PART I	The Six Disciplines	1
D1	Define Business Outcomes	3
D2	Design the Complete Experience	27
D3	Deliver for Application	51
D4	Drive Learning Transter	77
D5	Deploy Performance Support	97
D6	Document Results	115
Coda	Getting Your Money's Worth	137
PART II	Tools: Maps, Planners, Scorecards, and	
	Checklists	141
Tool I.1	6Ds Application Scorecard	143
Tool I.2	6Ds Pathfinder	147
Tool I.3	6Ds Flow Chart	151
Tool I.4	Wisdom from the Field	159
Tool D1.1	6Ds Outcomes Planning Wheel	173
Tool D1.2	Flow Chart: Is Training Necessary?	175

Tool D1.3	Checklist for D1	179
Tool D2.1	Manager's Guide to a Pre-Training Discussion	181
Tool D2.2	Sample Learning Contract	185
Tool D2.3	Flow Chart for Phase I Learning (Pre-Work)	187
Tool D2.4	Purposes and Examples of Phase I Learning (Pre-Work)	189
Tool D2.5	Manager's Guide to a Post-Training Discussion	191
Tool D2.6	Checklist for D2	195
Tool D3.1	Glance Test for Slides	197
Tool D3.2	Value Chain Planner	199
Tool D3.3	Checklist for D3	201
Tool D4.1	Learning Transfer Climate Scorecard	203
Tool D4.2	Transfer Climate Improvement Planner	207
Tool D4.3	Checklist for D4	209
Tool D5.1	Performance Support Planner	211
Tool D5.2	Kinds of Performance Support and Their Application	213
Tool D5.3	Checklist for D5	215
Tool D6.1	Checklist for Evaluation Credibility	217
Tool D6.2	Evaluation Planner 📣 🔨	219
Tool D6.3	Checklist for D6	221
Tool C.1	6Ds Personal Action Planner	223
PART III	Case Histories ("How We")	231
Case I.1	How We Transitioned Our Focus to Results	243
Case I.2	How We Use the 6Ds to Differentiate Our Services	247
Case I.3	How We Prepare a Proposal and Design a Process	
	Using the 6Ds Outline	251
Case I.4	How We Are Lighting Up the Fire of Continuous	
	Improvement for Our Lean Sigma Green Belts	257
Case I.5	How We Used the 6Ds Framework to Redevelop	
	Our Sales Leader Curriculum	269
Case I.6	How We Introduced the 6Ds to Our Team	275

Case D1.1	How We Moved from Order Takers to Business	
	Partners	281
Case D1.2	How We Turned a "Feel Good" Training Program	
	into a Successful Business Transformation	285
Case D1.3	How We Defined Business Outcomes and the	
	Learning Continuum for iteach	293
Case D1.4	How We Used In-Depth Analysis to Design the	
	Right Intervention to Achieve Business Objectives	299
Case D1.5	How We Incorporated the 6Ds into Our Learning	
	Services Tool Box	305
Case D2.1	How We Increased the Volume and Variety of	
	Learning Solutions While Decreasing the Time to	
	Develop Them	311
Case D2.2	How We Use Alumni to Help Set Expectations	
	for New Program Participants and Their Leaders	319
Case D2.3	How We Build Enterprise High Potential Talent	
	at Agilent	325
Case D2.4	How We Moved the Finish Line for Leadership	
	Development	333
Case D2.5	How We Enhanced and Stretched Our First-Level	
	Managers Learning Experience	337
Case D2.6	How We Bring Employees Up to Speed in Record	
	Time Using the Learning Path Methodology	345
Case D2.7	How We Designed a Complete Experience for	
	Our Signature Induction Program "SteerIn"	353
Case D2.8	How We Made Learning Relevant to Deliver	
	Business Impact	361
Case D3.1	How We Use Experiential Learning to Engage	
	Learners' Hearts as Well as Minds	367
Case D3.2	How We Improved the Signal-to-Noise Ratio to	
	Transform the Presentation Culture at KLA-Tencor	375

Case D3.3	How We Designed a Complete Experience to	
	Deliver Business Results	387
Case D3.4	How We Increased Leadership Effectiveness by	
	Delivering for Application	399
Case D3.5	How We Turn Front-Line Supervisors into Safety	
	Leaders	407
Case D3.6	How We Fostered a Proactive Approach to	
	Leader Development	411
Case D4.1	How We Implemented an Immediate Application	
	Checklist to Ensure Learning Transfer	417
Case D4.2	How We Achieved Lean Improvements with	
	Learning Transfer	423
Case D4.3	How We Implemented a Low-Cost, Low-Effort	
	Follow-Up	431
Case D4.4	How We Used Spaced Learning and Gamification to	
	Increase the Effectiveness of Product Launch Training	435
Case D4.5	How We Develop Managers to Leverage Learning	
	Transfer A	443
Case D4.6	How We Engage Managers to Acknowledge the	
	Achievements of Leadership Program Participants	449
Case D4.7	How We Sustain Priority-Management Training	453
Case D4.8	How We Turn Learning into Action	459
Case D5.1	How We Engage Key Contributors to Disseminate	
	Corporate Culture	469
Case D5.2	How We Use Proficiency Coaching to Improve	
	Performance	475
Case D5.3	How We Engage Participants for Optimal Learning	
	Transfer	481
Case D5.4	How We Deployed Performance Support for a	
	Technical Capability Building Initiative	489

Case D6.1	How We Guide Our Clients to Design with the End	
	in Mind	495
Case D6.2	How We Used Measurement to Drive	
	"SOAR—Service Over and Above the Rest"	503
Case D6.3	How We Used NPS to Track and Improve	
	Leadership Impact	513
Case D6.4	How We Use Success Stories to Communicate	
	Training's Value	519
Case D6.5	How We Created a High Impact Mars University Brand	523
Case C.1	How We Are Incorporating the 6Ds Methodologies	
	into Our Culture, One Step at a Time	527
	OTH	
PARTIV	How-to Guides	531
H2 D1.1	How to Use the Planning Wheel to Clarify	
	Business Purpose	533
H2 D1.2	How to Decide Whether Training Is Necessary	537
H2 D1.3	How to Use (and Not Use) Learning Objectives	541
H2 D2.1	How to Communicate to Motivate	545
H2 D2.2	How to Create Results Intentionality	549
H2 D2.3	How to Start Learning Before Class to Improve	
	Efficiency	555
H2 D2.4	How to Move the Finish Line for Learning	559
H2 D3.1	How to Use (and Not Abuse) PowerPoint	563
H2 D3.2	How to Gain and Hold Learners' Attention	567
H2 D3.3	How to Re-Engage Learners After a Break	571
H2 D3.4	How to Build Scaffolding	575
H2 D3.5	How to Build a Value Chain for Learning	579
H2 D3.6	How to Introduce Exercises	583
H2 D3.7	How to Improve the Predictive Value of Assessments	587
H2 D4.1	How to Remind Learners to Apply Their Training	593
H2 D4.2	How to Engage Learners in Action Planning	597

H2 D4.3	How to Make the Business Case for Learning Transfer	601
H2 D5.1	How to Provide Performance Support for Managers	
	and Coaches	605
H2 D5.2	How to Utilize Peer Coaching	609
H2 D5.3	How to Develop Great Performance Support	613
H2 D6.1	How to Ensure Your Measures Are Relevant	617
H2 D6.2	How to Improve the Credibility of Evaluations	619
H2 D6.3	How to Make Your Evaluations More Compelling	625
H2 D6.4	How to Conduct a Success Case Method Evaluation	629
H2 D6.5	How to Write Better Surveys	633
Reference Index About the About the	COL	637 643 657 659

x