Moving From Training to Performance
ATD
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Joe Willmore, Willmore Consulting Group

Session Outcomes

By the end of this session you will learn:

- Basic principles of a performance-based approach to work
- How performance consulting differs from training, organizational development, and process improvement
- Steps to take to build your performance consulting skills
- How to transition to a performance-based approach to your work

Misconceptions About Performance

What are some common misconceptions about performance?

- It's "training +"

- It's just another set of tools

- If you're a performance consultant than you don't do training

- It is more time intensive than just doing training or OD, so if you're in a hurry you don't have time to do this

- If you're really good at training or OD or facilitation then you're doing "performance improvement"

- Performance improvement is about a set of tools (if you have the tools you can do it, if you don't then you can't)

What is a Performance-focused Approach?

HPI, HPT, Performance Consulting, Performance-based

- Driven by business goals

- Seeks to produce specific accomplishments by closing a performance gap

- Root-cause/influence analysis

- Systemic approach to solutions

- Measurement to check movement on goals and performance gap

Understanding Accomplishments

- An accomplishment is what is of value to the organization
- An accomplishment is usually an outcome (but can sometimes be a process)
- Generally, accomplishments don't have verbs (behaviors or tasks have verbs)
- Accomplishments can be judged after the performer is gone (ie: we don't need to watch the performer in order to assess how they did)

Identify the Accomplishment

How do you get the stakeholder to move past a fixation on the intervention and focus on the purpose?

- "In order to do what?"

- "What would success look like?"

- "How will we measure the results of this?"

- "At the end of the day, how will the work or work product be different?"

- Let's start with the end…if they've been successful, what will we have as a result or outcome?

Gilbert's Behavioral Engineering Model
(as adapted by Sanders and Thiagi)

Physical Resources	**Structure/Process**	**Information**
Examples: Tools, materials, technology, software, equipment, improved lighting, adequate project budgets, more personnel or FTE	*Examples:* reporting relationships, management support, policy and procedure, logical steps to follow, mission statement, org chart	*Examples:* Feedback on your performance, clear standards, customer feedback, reliable data, reference materials, priorities for work
Knowledge	**Motives**	**Wellness**
Examples: Training, job aids, coaching, mentoring, OJT, continuing education,	*Examples:* Profit sharing, recognition, performance-based pay, bonuses, benefits, job security, prestige of position, opportunities for advancement,	*Examples:* Health care system, marriage counseling, more physical exercise, breaks, stress management, better dietary habits

Deciding if Knowledge/Skills are the Answer

Determining if the issue is more than training:

- Root cause/influence analysis

- Looking at exemplars and identifying lessons learned

- Have they ever been able to do this? If so, what changed?

- On pain of death, could they do this correctly?

- What's different between your best performers and your poor ones?

- Do NOT look at whether or not skills/knowledge could be better

Critical Competencies for PCs

- Systems thinking
- Business savvy
- Strategic and results-focused
- Consulting skills
- Curiosity
- Influencing skills

Using Questions Intelligently

"The answers to our problems already exist. What we need to do is to discover the right questions."   --Jonas Salk

- Create curiosity
- Ask for "context" as an excuse for delving in to other issues outside your silo
- Get deeper than the client intends to go—peel back the story
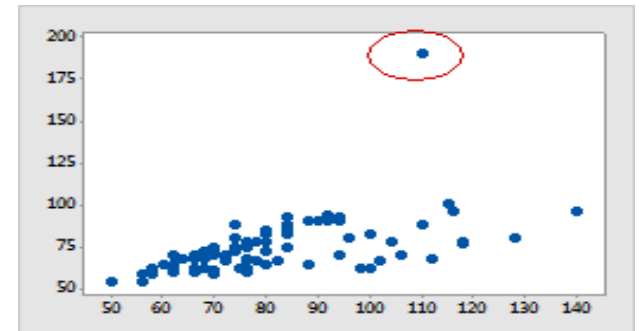- Move from transactional to performance focus

Questions That Open Up Opportunities

Ask questions that encourage clients to move outside the silo:

- What do our best performers do that others don't? How'd they get to be better?
- Once we've done the training, what else could prevent us from getting these results?
- Was there ever a time they were able to perform this work? If so, what changed?
- How are our competitors different on this—what do their people do we don't do?
- What additional support can we use to reinforce this initiative? How can other functions besides L&D get behind this?

Identify Exemplars

- Distinguish between ideal employees or hi-potentials versus those that perform the best

- Watch out for how you measure performance—is that really what you want?

- Your exemplars may actually split roles

- Determine what makes the exemplars so good and find a way to put it in a box—it will often be outside of your silo

Identifying Top Performers

Top performers do the following:

- Do away with unnecessary steps.
- Perform an extra step that is needed but not documented.
- Use available information and documentation that others do not.
- Possess a self-created job aid that others do not.
- Possess information or data that others do not.
- Possess better tools than do others.
- Possess a different motive for performing.
- Receive different guidance and feedback.
- Obtain different incentives.
- Generally do not succeed as a result of training.

(from Fuller and Farrington)

Strategies for Moving to Performance

- Act like an external consultant
- Acquire business savvy and focus on organizational priorities
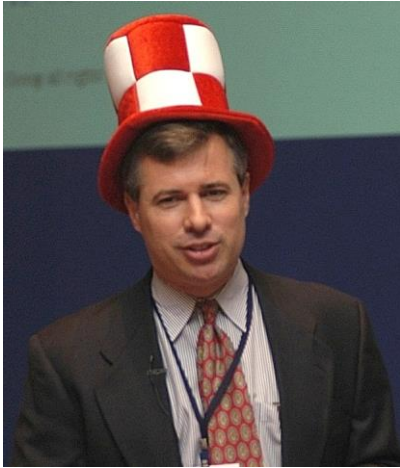- Partner with others
- Think systemically
- Stay curious

Questions?

Let's look at some of the questions and issues that you submitted….

- How do I get buy-in?
- How do I get tangible support from management?
- Where should a performance consultant group be based in the organization?
- Does the size or nature of the organization change how you do performance consulting?

About Joe Willmore

Joe Willmore is the President of the Willmore Consulting Group. He is a former member of ATD's Board of Directors. He is the author of several books including "Performance Basics" (2nd edition 2016). He has been heavily involved with ATD's HPI program and is also a facilitator for the Human Capital Institute. He is reachable at: joe@willmoreconsultinggroup.com