

Maximizing the Return on Your Training & Exercise Investment

Why

■ Training:

- Builds capability

■ Exercises:

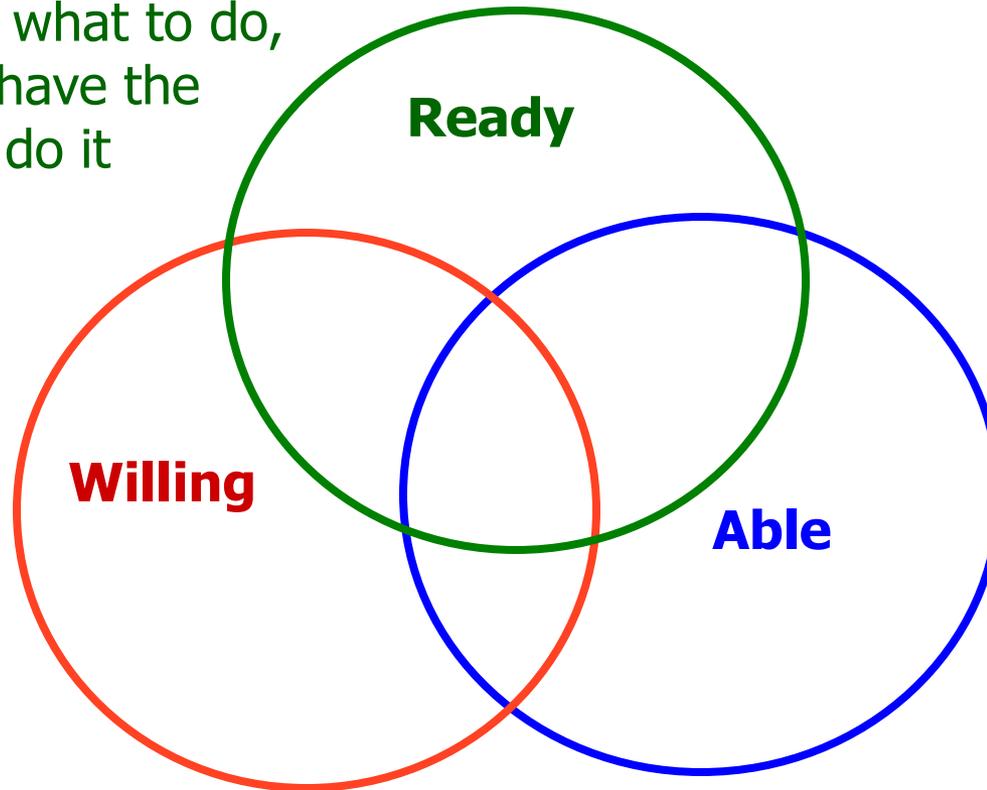
- Measure learning
- Prepare people for potential emergencies
- Allow for opportunity to improvise

The Challenge

- Training & Exercises are insufficient by themselves when the lessons learned are not acted on and the larger political system doesn't support change
- Most under performance is due to deficiencies in:
 - Workplace - Leadership, Management, Infrastructure
 - Work – job design, work tools, feedback loops

Ready, Willing, & Able

People know what to do,
why, & they have the
resources to do it



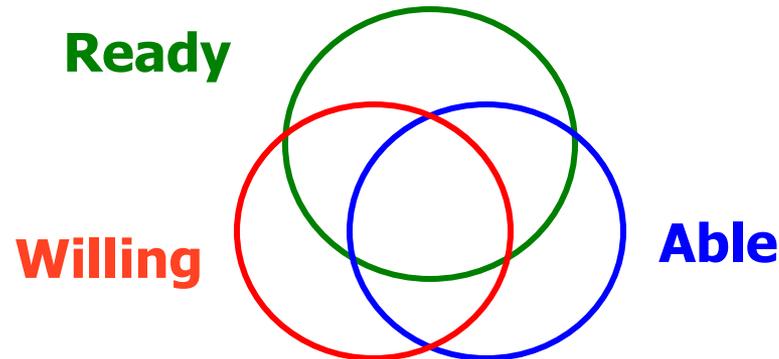
People have the
desire & they
know how well
they are doing

People are capable
have the capacity
& management
support to do it

What Performance Requires

Leadership, Management, & Infrastructure

Clear consistent direction, appropriate & useful information, efficient & effective information & communication systems, well designed processes, equipment, tools, materials, & facilities



Performance Management

Clear expectations, timely & appropriate feedback, incentives that support the goals, consequences to performing or not

Performance Support

Training, job aids, performance support tools, coaching, help desks

Find Out

Leadership, Management & Infrastructure

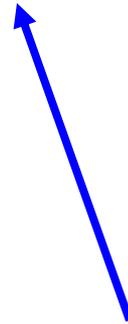
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Find out:

Do these exist?

Do these elements support performance?

Do people have access?



Why?

To establish relevancy.

To determine if training & exercises are to help use the resources or accommodate deficiencies in them.

Performance Management

Performance Support

Find Out

Leadership, Management & Infrastructure

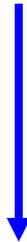
Find out

Do these exist?

Do people have a way to get feedback?

Does the job description reflect practice?

Are there consequences?



Performance Management

Clear expectations, timely & appropriate feedback, incentives that support the goals, consequences to performing or not

Why?

If the expectations are not clear or there are no consequences there is little incentive to transfer the new behaviors to the job.

You can't prove that your solution added value to the organization.

Performance Support

Find Out

Leadership, Management, & Infrastructure

Find out:

What supports are available?

Are they accessible?

Do people have the knowledge & skills?

Why?

To find out if new training or just a refresher is needed or people need better on-the-job supports.

It tells you what the objectives and content are of your training & exercises.



Performance Management

Performance Support

**Training, job aids,
performance support tools,
coaching, help desks**

What Performance Requires

People know what to do

Ready

Willing

Able

People have the
desire to do it

People can do it
& are allowed to
do it

So, Performance Requires:

1. Clear consistent **direction** so people are focused on the right results to avoid rework & waste.
2. Well designed & equipped **infrastructure**:
 - Efficient work processes.
 - Adequate equipment, materials, tools, & facilities.
 - Efficient information & communication systems.

So, Performance Requires:

3. Performance management systems that
 - Make the expected deliverables & results clear,
 - Incent and reward behaviors:
 - » Ethical
 - » Efficient
 - » Effective
 - That contribute to the accomplishment of meaningful results.

So, Performance Requires:

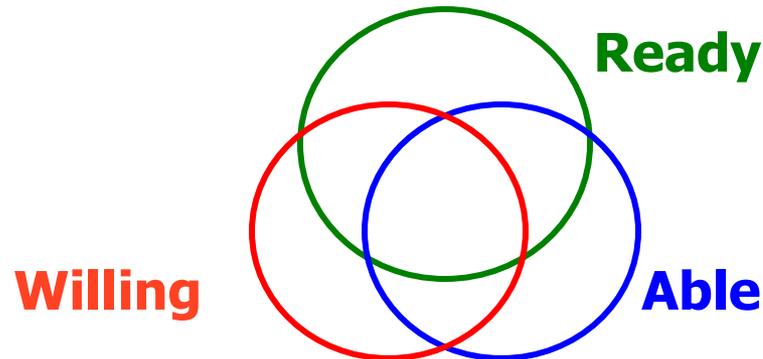
4. Performance support systems that:

- Transfer knowledge,
- Build skills,
- Provide just-in-time support, and
- Foster continuous learning.

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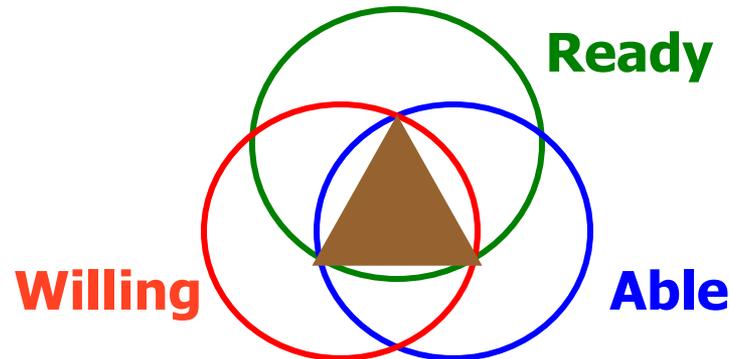
Performance Support

Training, job aids, performance support tools, coaching, help desks

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