Improve your credibility deliver more with less

Leonie Black – Cadence Consulting

Me

- Principal Consultant - Cadence Consulting
  (since 1997)
  - current focus – leader and team development
  - passion – making a difference
  - clients - public, private, not-for-profit, voluntary

- Background
  - Education – educational psychology, teaching
  - Internal learning & development roles – government, industry and private sector
  - Other useful work – teaching, assistant psychologist, researcher

- Interests
  - travel, reading, playing with technology

Likely Challenges

	Budget	People Resources and tools Travel

	People	To develop and deliver To advise and support To participate

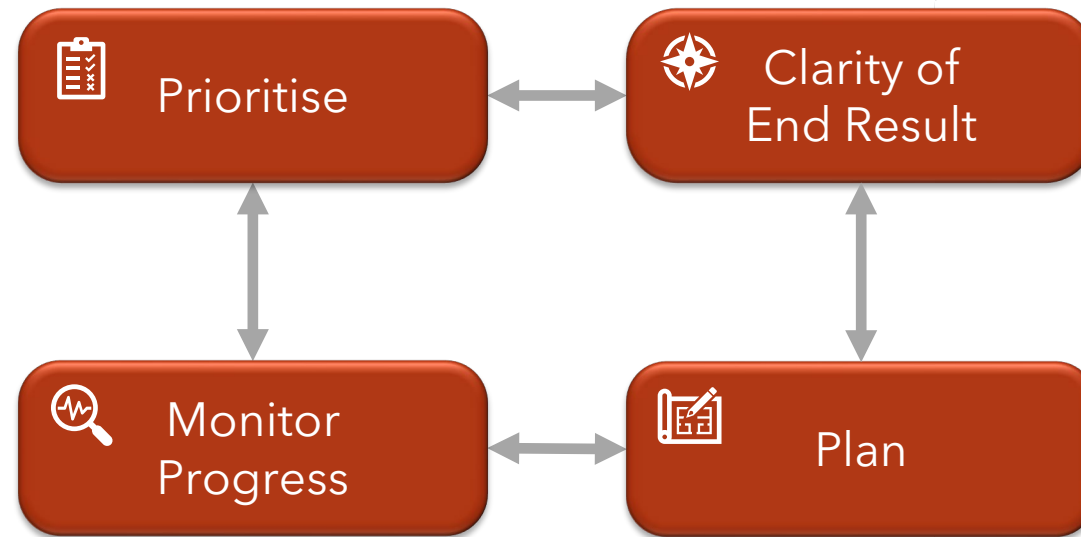|	Time	To learn and develop To develop and deliver To advise

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If you are not adding value to your customer's business, then you are adding to their cost

Ian Brooks

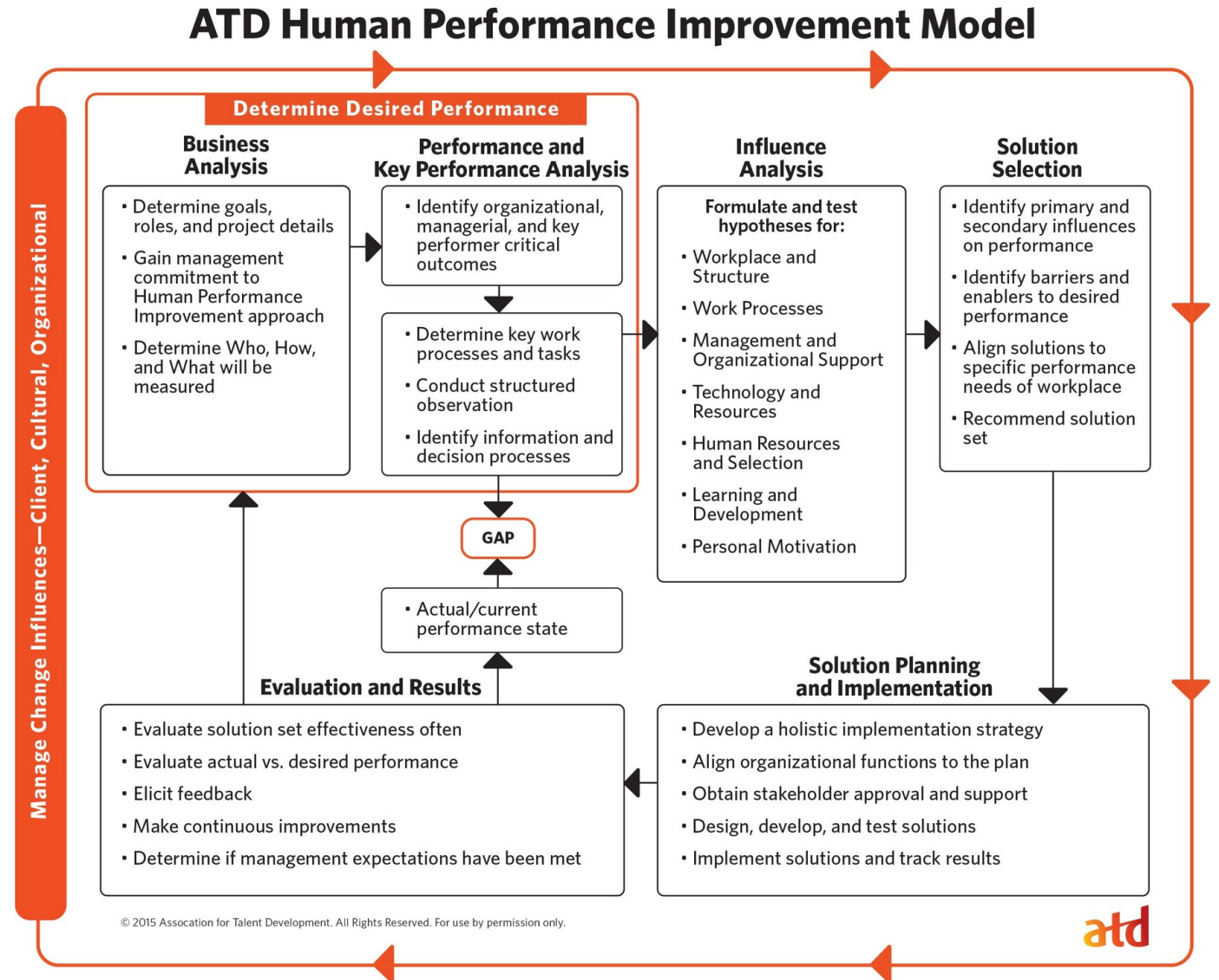# Reflection - Time Management

EFFECTIVENESS
Do the right things

EFFICIENCY
Do things right

Prioritise ↔ Clarity of End Result

Monitor Progress ↔ Plan

Technology | Work Organisation | Work Habits | Workflow

Performance Consulting

Performance consulting is results-focused and solution-neutral until we have determined any reasons for the gaps that we have in business and performance results

Dana G. Robinson - ATD interview

ATD Human Performance Improvement Model

Manage Change Influences—Client, Cultural, Organizational

Determine Desired Performance

Business Analysis
- Determine goals, roles, and project details
- Gain management commitment to Human Performance Improvement approach
- Determine Who, How, and What will be measured

Performance and Key Performance Analysis
- Identify organizational, managerial, and key performer critical outcomes
- Determine key work processes and tasks
- Conduct structured observation
- Identify information and decision processes

Influence Analysis

Formulate and test hypotheses for:
- Workplace and Structure
- Work Processes
- Management and Organizational Support
- Technology and Resources
- Human Resources and Selection
- Learning and Development
- Personal Motivation

Solution Selection
- Identify primary and secondary influences on performance
- Identify barriers and enablers to desired performance
- Align solutions to specific performance needs of workplace
- Recommend solution set

GAP

- Actual/current performance state

Evaluation and Results
- Evaluate solution set effectiveness often
- Evaluate actual vs. desired performance
- Elicit feedback
- Make continuous improvements
- Determine if management expectations have been met

Solution Planning and Implementation
- Develop a holistic implementation strategy
- Align organizational functions to the plan
- Obtain stakeholder approval and support
- Design, develop, and test solutions
- Implement solutions and track results

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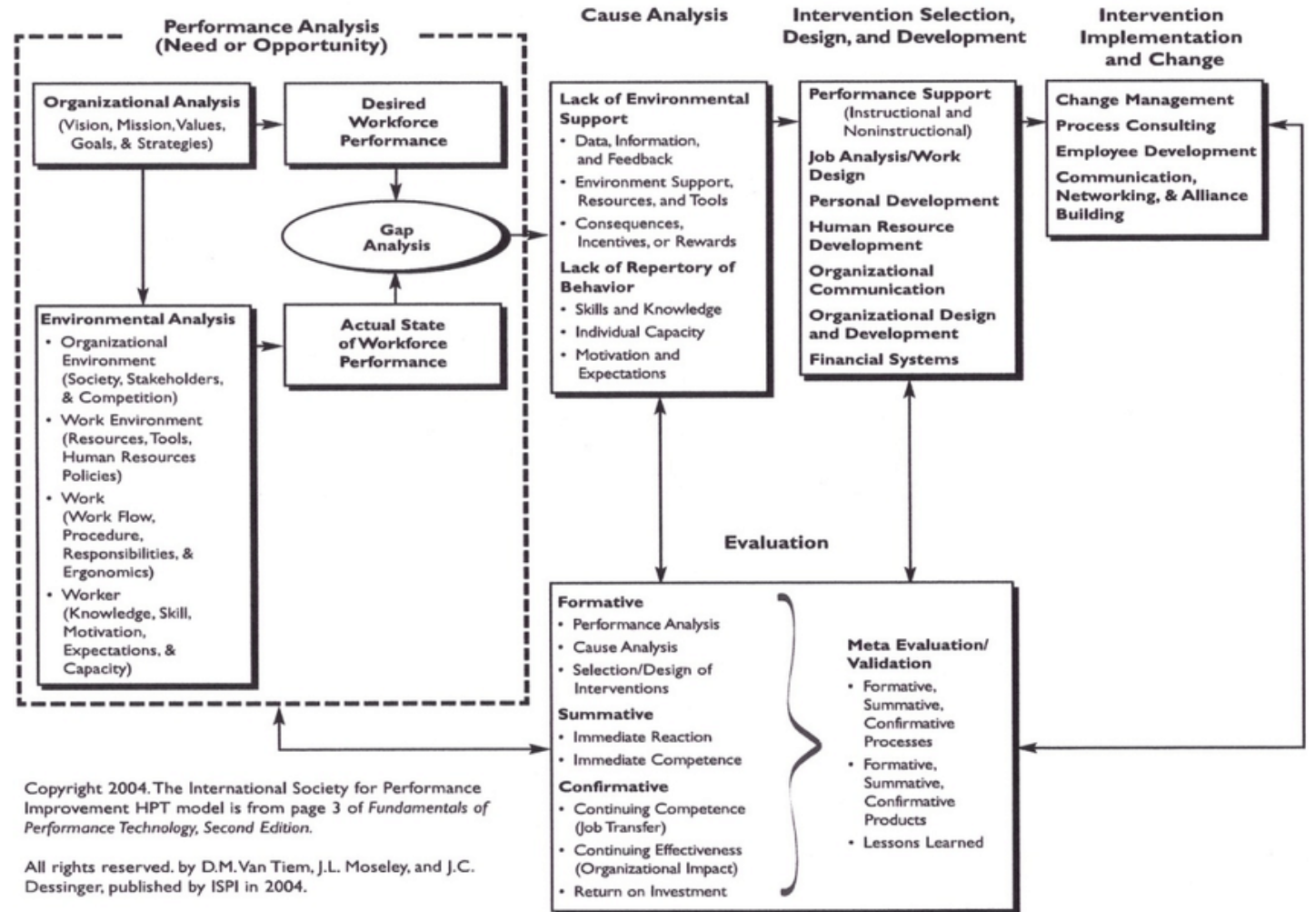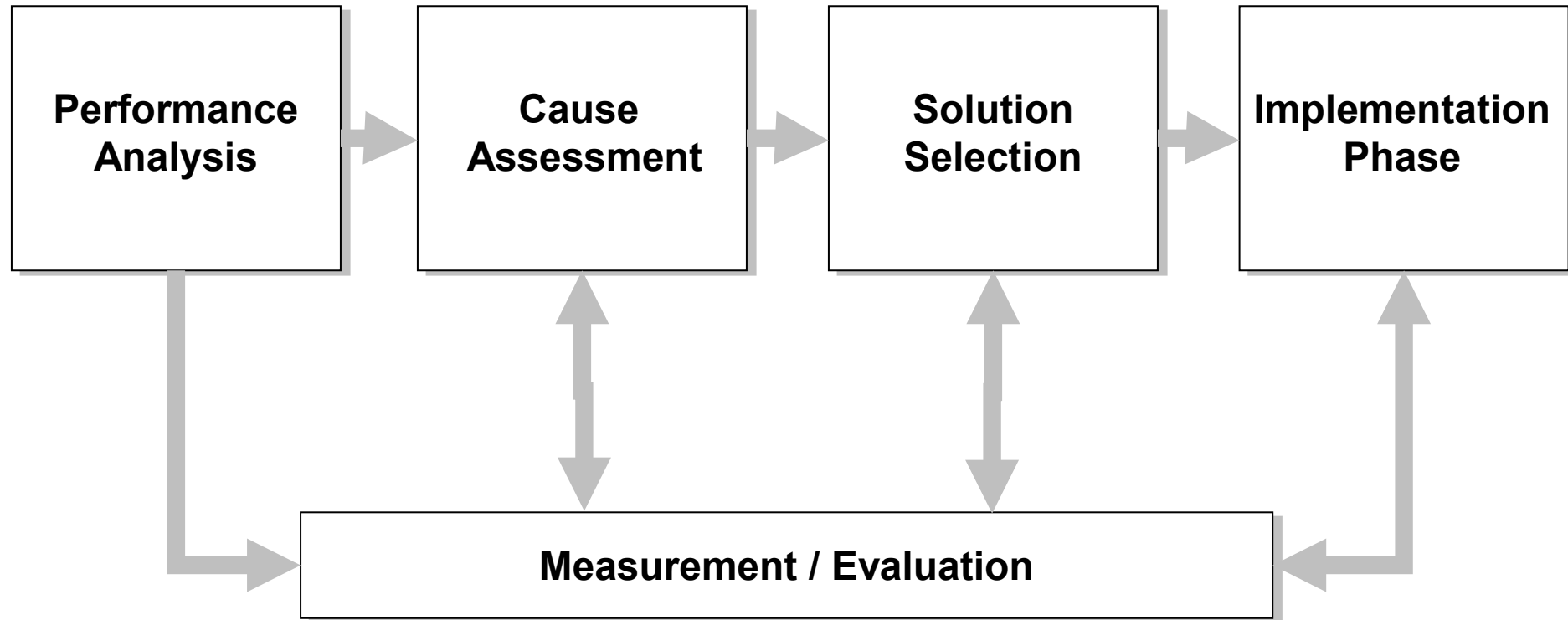
atd

Performance Consulting

Performance consulting is results-focused and solution-neutral until we have determined any reasons for the gaps that we have in business and performance results
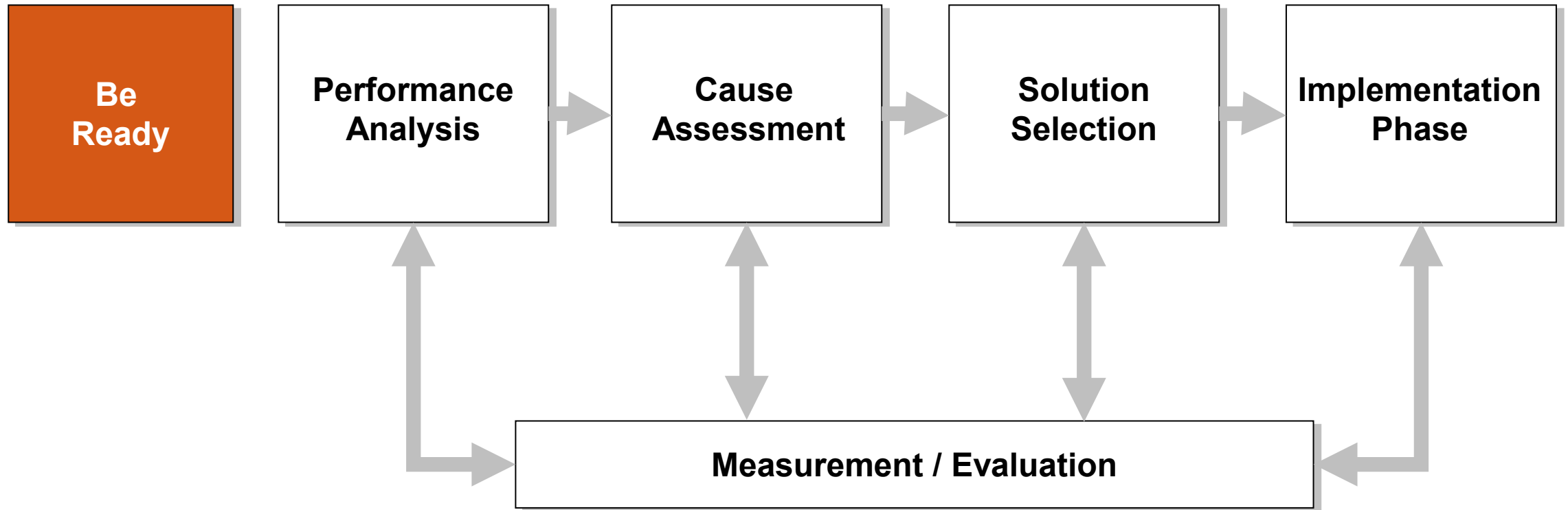
Dana G. Robinson - ATD interview

HUMAN PERFORMANCE TECHNOLOGY (HPT) MODEL

Performance Analysis (Need or Opportunity)

Organizational Analysis (Vision, Mission, Values, Goals, & Strategies)

Desired Workforce Performance

Gap Analysis

Environmental Analysis
- Organizational Environment (Society, Stakeholders, & Competition)
- Work Environment (Resources, Tools, Human Resources Policies)
- Work (Work Flow, Procedure, Responsibilities, & Ergonomics)
- Worker (Knowledge, Skill, Motivation, Expectations, & Capacity)

Actual State of Workforce Performance

Cause Analysis

Lack of Environmental Support
- Data, Information, and Feedback
- Environment Support, Resources, and Tools
- Consequences, Incentives, or Rewards

Lack of Repertory of Behavior
- Skills and Knowledge
- Individual Capacity
- Motivation and Expectations

Intervention Selection, Design, and Development

Performance Support (Instructional and Noninstructional)

Job Analysis/Work Design

Personal Development

Human Resource Development

Organizational Communication

Organizational Design and Development

Financial Systems

Intervention Implementation and Change

Change Management

Process Consulting

Employee Development

Communication, Networking, & Alliance Building

Evaluation

Formative
- Performance Analysis
- Cause Analysis
- Selection/Design of Interventions

Summative
- Immediate Reaction
- Immediate Competence

Confirmative
- Continuing Competence (Job Transfer)
- Continuing Effectiveness (Organizational Impact)
- Return on Investment

Meta Evaluation/Validation
- Formative, Summative, Confirmative Processes
- Formative, Summative, Confirmative Products
- Lessons Learned

Common Elements

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┌──────────────┐     ┌──────────────┐     ┌──────────────┐     ┌──────────────┐
│ Performance  │ --> │    Cause     │ --> │   Solution   │ --> │Implementation│
│   Analysis   │     │  Assessment  │     │  Selection   │     │    Phase     │
└──────────────┘     └──────────────┘     └──────────────┘     └──────────────┘
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Measurement / Evaluation

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Reflection - Consulting Skills

Being Ready – what you need to know?

Client

Problem

Organisational Context

Consultant

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Think about your **Client**

Client

Problem

Organisational Context

Consultant

- Who is the real client
- What is important to them
  - organisationally
  - personally
- What are their goals and measures
- What is their view of the problem and the solution
- How are they managing the problem now
- What pressures are on them
- What is driving them - motivations, attitudes, fears etc

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Think about the **Problem**

Client

Problem

Organisational Context

Consultant

	Business Needs	→ achieve
	Performance Needs	→ do
	Capability Needs	→ learn
	Accomplishments / Behaviours	
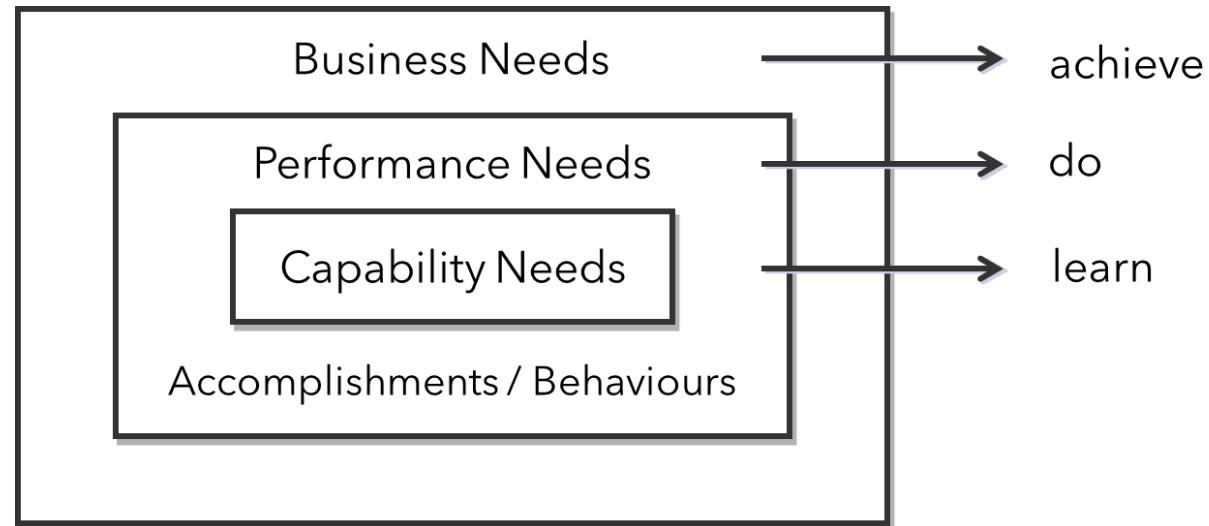
- What is the 'presenting' problem?
- What are people not doing that people need to do?
- What data is available?
- What has been tried so far'?

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Think about the **Organisation Context**

Client

Problem

Organisational Context

Consultant

- The goals / priorities of the organisation
- Sources of competitive advantage or distinctive competence
- Important aspects of the markets or audiences
- The culture of the organisation and its sub-parts
- How this project will impact on any of the above factors
- Other relevant projects under-way at the same time
- Organisational politics
- What sort of projects succeed and what sort fail (and why)?

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Sources of information

Client

Problem

Organisational Context

Consultant

- Strategic and business plans
- Talking to senior managers
- Talking to your manager
- Observing the external environment
- Observation of people internally:
  - who has the ear of the boss?
  - what projects get attention and resources?
  - what are the trends in the regularly reported measures?
  - which areas of the organisation are growing / shrinking?
  - what new technologies are entering the organisation?
  - what are similar organisations working on?

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Think about **Yourself**

Client

Problem

Organisational Context

Consultant

- Your strengths and weaknesses
- The boundaries of your competence / experience
- Your professional likes and dislikes
- Your tendencies to project issues onto the client / situation
- Your feelings about the situation
- Values, methodologies and models that you use as your frame of reference
- Your need for work

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If all you have is a hammer, everything looks like a nail

Abraham Maslow

Reflection

Possible Challenges

Client

Problem

Organisational Context

Consultant

- Credibility of you / your department
- Management support
- Access to the 'right' people (more senior / other areas)
- Being heard - prophet in own land

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Performance Consulting Capabilities

Client

Problem

Organisational Context

Consultant

Technical and Process Skills

- analysis skill
- business knowledge
- change management skill
- facilitation skill
- skill in the chosen technical discipline
- influencing skill
- project management skill
- questioning skill
- relationship-building skill
- system thinking skill

Personal Attributes

- behavioural flexibility
- objectivity
- self-confidence
- tolerance for ambiguity

curiosity

Based on Dana G. Robinson

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Your sources of influence

Client

Problem

Organisational Context

Consultant

- You have:
  - information (or access to it)
  - management permission to move around the organisation
  - ability to ask questions and listen
  - expertise (processes; models etc)
  - range of options open to you
  - ability to think without being part of the problem
  - ability to report back and summarise
- Who you know
- Who you are
- Able to collaborate/bring teams together

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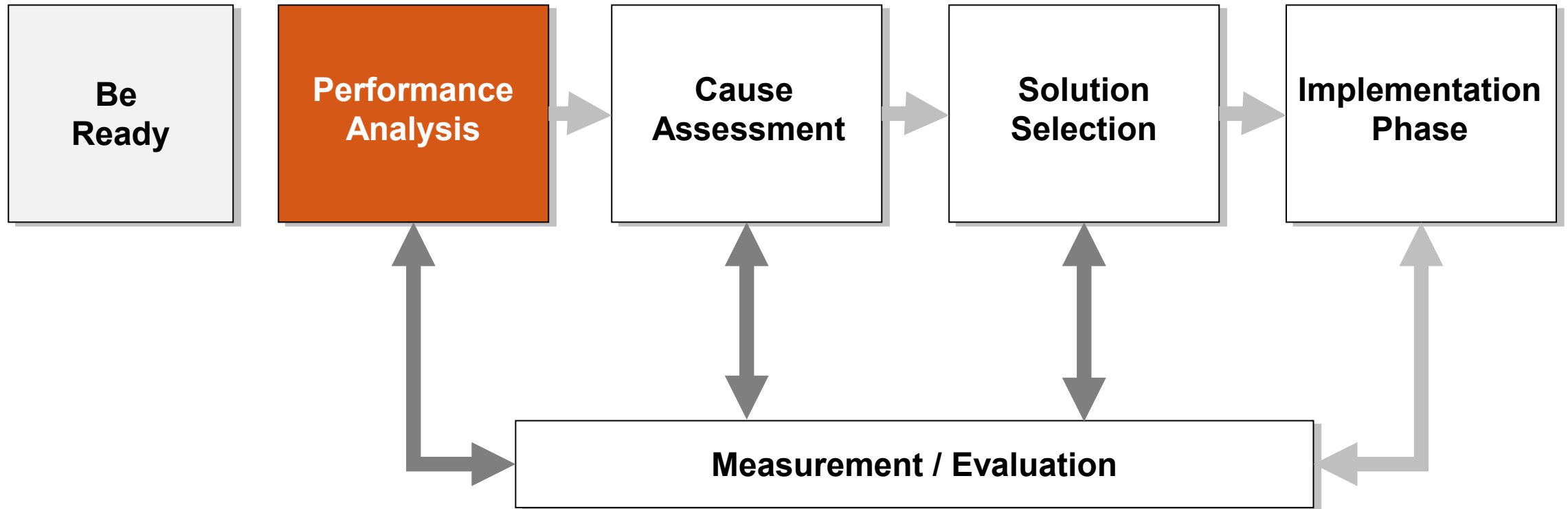CONSULTING

We influence more by what we ask than what we tell

Jim and Dana G. Robinson

Reflection - Consulting Skills

Be Ready → Performance Analysis → Cause Assessment → Solution Selection → Implementation Phase
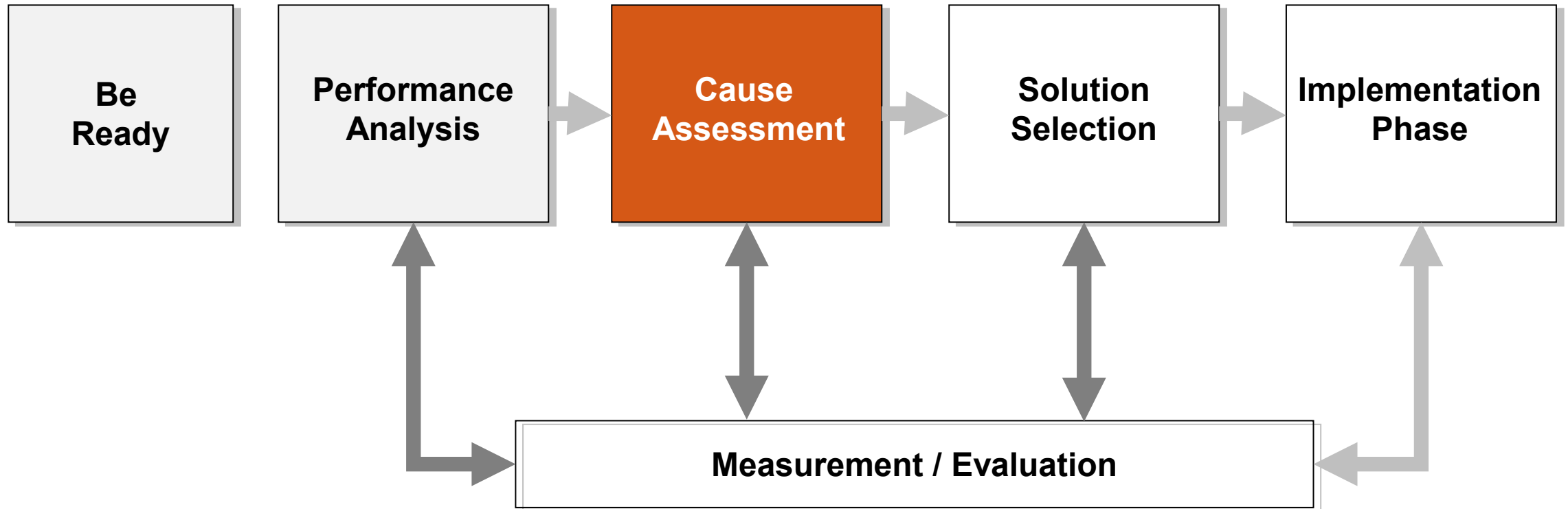
Measurement / Evaluation

Reflection - look out the window

- Appreciative Inquiry
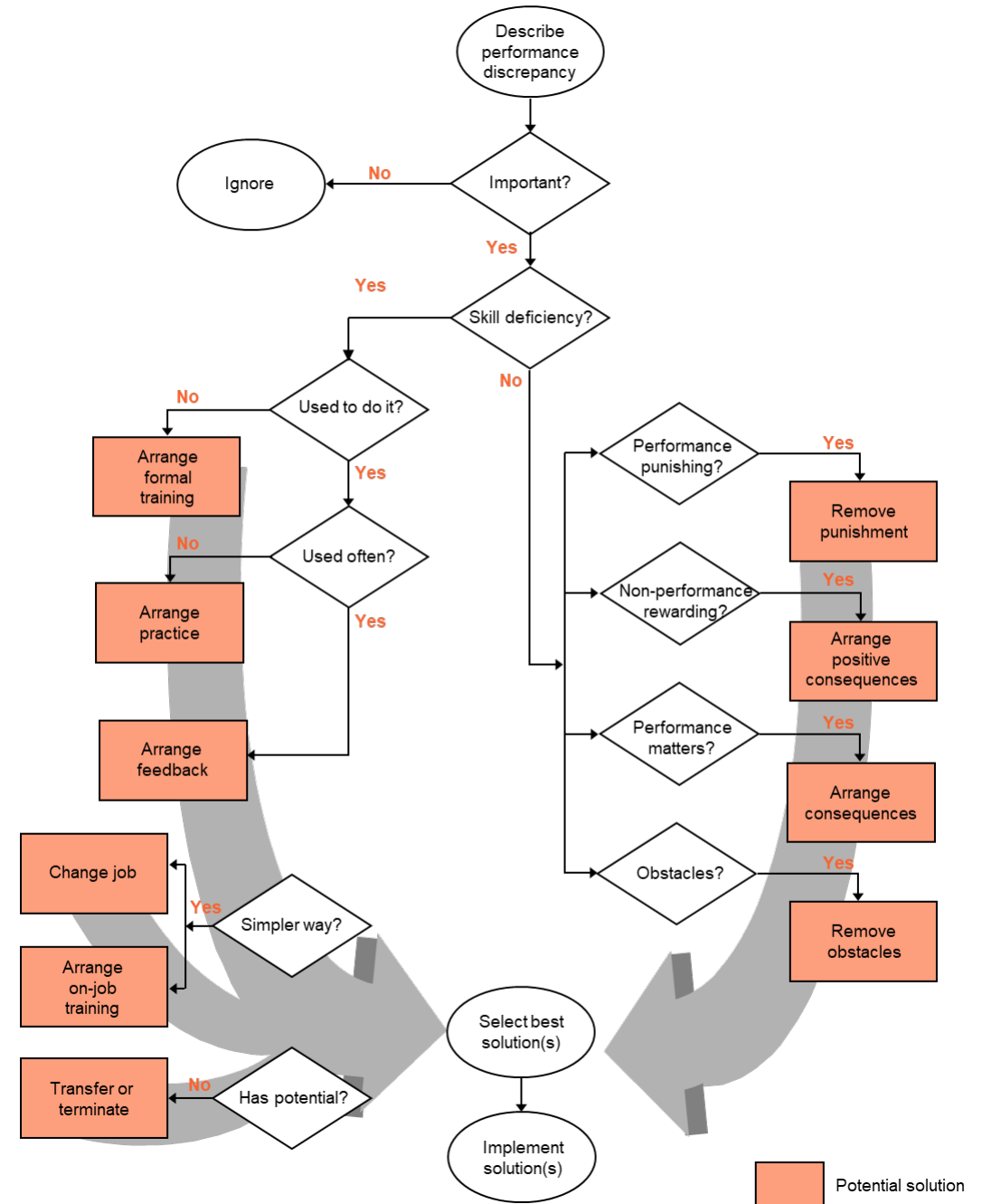- Delphi Technique
- Opposite Day
- Extremes

Reflection – Not all causes relate to learning

Analysing Performance
- Mager and Pipe

You really oughta wanna

Why Doers Do – David Wile

Performance Gap

External Elements

Internal Elements

Environment (intangible)

Resources (tangible)

Organisation Systems
- clear goals
- job design
- clear policies
- authority
- appropriate workload
- access to the right people

Incentives
- compensation
- feedback
- positive reinforcement
- interesting meaningful work

Cognitive Support
- job aids
- documentation

Tools
- tech devices – PC, phone
- apps and software
- vehicles

Physical Environment
- noise
- light
- temperature
- physical layout

Skills Knowledge
- training
- on-the-job training
- coaching
- education courses
- self-directed

Inherent Ability
- intelligence
- emotional ability
- physical attributes
- education
- artistic gifts
- internal motivation

Why Doers Do – David Wile

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                    │   Performance Gap     │
                    └──────────┬───────────┘
             ┌─────────────────┴────────────────────┐
    ┌────────────────┐                      ┌────────────────┐
    │ External Elements │                   │ Internal Elements │
    └────────┬────────┘                     └────────┬────────┘
      ┌──────┴───────┐                       ┌───────┴───────┐
┌──────────┐  ┌──────────┐
│Environment│  │ Resources │
│(intangible)│ │ (tangible)│
└────┬─────┘  └────┬─────┘
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Organisation Systems	Incentives	Cognitive Support	Tools	Physical Environment	Skills Knowledge	Inherent Ability	Emotion
• clear goals • job design • clear policies • authority • appropriate workload • access to the right people	• compensation • feedback • positive reinforcement • interesting meaningful work	• job aids • documentation	• tech devices – PC, phone • apps and software • vehicles	• noise • light • temperature • physical layout	• training • on-the-job training • coaching • education courses • self-directed	• intelligence • emotional ability • physical attributes • education • artistic gifts • internal motivation	• level of trust • feeling of threat

Reflection – Be creative finding solutions
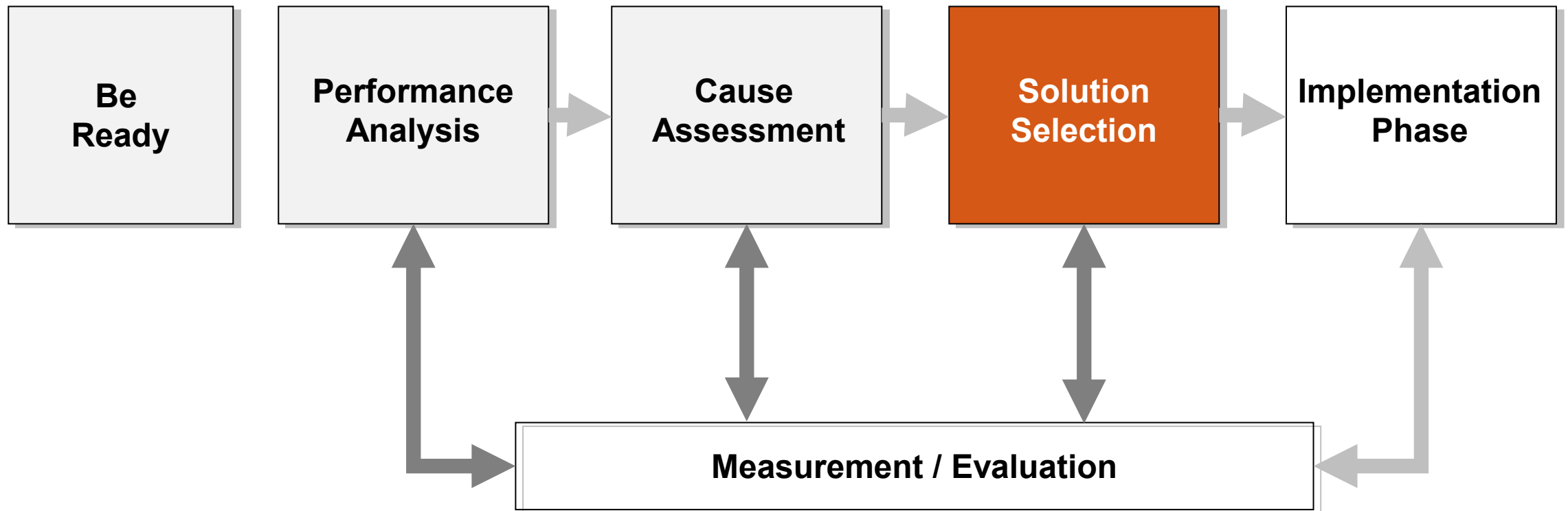
When selecting a solution

- Isolate training and non-training issues
  - deal with the non-training issues first
- Specify learning outcomes / objectives VERY clearly
  - <u>must have</u> vs nice to have
  - <u>what the learner actually need</u> vs everything could cover
- Identify the best methods to achieve learning - be creative
  - <u>available from other sources</u> vs unique
  - <u>adequate</u> vs ideal
- Factor your time as a cost
  - be disciplined
- Share advantages and potential risks in changed approach

Say 'no' nicely

Build credibility with a move in focus