

ISD for Performance Change

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Problem Statement

Purpose: Determine the impact of the problem

State the problem, without making assumptions of solutions

Structured using situation “resulting in” problem, format

Performance Gap Analysis

Purpose: Determine the difference between current and desired (future) state of operational results and employee performance

Presentation format:

Present relevant background information describing situation, and group or organization

Identify methods used to research, define, measure, and report performance gap

Consolidate and restate problem statement

Identify the current state of performance

Identify the future state of performance

Calculate the delta of performance

Deliverables: Define client and consultant deliverables at PGA stage

Compelling questions at this stage:

Is the delta a realistic figure?

Root Cause Analysis

Purpose: Determine root cause(s) of performance gap

Presentation format:

Identify methods used to research, define, measure, and report root cause(s)

Present findings in categories of symptoms:

- Information and feedback

- Environment and resources

- Consequences and incentives

- Knowledge and skill

- Capacity

- Motivation and expectations

Organize and present symptoms by factors influencing performance:

- Physical resources

- Structure/process

- Information

- Knowledge

- Motives

- Wellness

Deliverables: Define client and consultant deliverables at RCA stage

Strategies for RCA:

- Ask the Five Why's

- Drill down on symptoms to find root cause(s)

Compelling questions at this stage:

- Which contributing symptoms require a process change?

- Which contributing symptoms require a training solution?

- Which root causes can improve from a training intervention?

Front End Analysis

Purpose: Present recommendations for operational and employee performance improvement

Presentation format:

Present findings to-date

Summarize PGA related findings and RCA findings related to performance problem

Present recommendations

Organize recommendations with direct correlation to RCA factors

Deliverables: Define client and consultant deliverables at FEA stage

Strategies for FEA:

Audience analysis

Job analysis

Task analysis

Content analysis

Environmental analysis

Media analysis

Cost-benefit analysis

Training Needs Analysis

Purpose: Determine training needs based on RCA/FEA

Presentation format:

Scope of TNA

Analysis plan

Present research instruments and methods used to determine training needs

Present data collection summary

Present research and analysis findings

Propose recommendations to close performance gap with training intervention

Deliverables: Define client and consultant deliverables at TNA stage

Compelling questions at this stage:

Which root causes can improve by recommending a training intervention?

Which root causes can improve by recommending a process intervention?

Do the recommendations presented correlate with the performance problem?

Will the recommendations presented close the performance gap?

Design Plan

Purpose: Determine design of proposed learning event

Presentation format:

Defend recommendation of training rationale

Target population

Course description

Course objectives

ABCD format (audience, behavior, condition, and degree of accuracy)

SMART format (specific, measurable, actionable, realistic, and time-based)

Evaluation strategy (four levels of performance evaluation)

Level 1 at conclusion of event

Level 2 during event

Level 3 after event

Level 4 long-term, after event

Facilitator and participant prerequisites

Deliverables at design stage

Evaluation Instruments

Purpose: Determine specific instruments used in course design to evaluate knowledge acquisition and performance change