Fundamental of Performance Improvement:
A Strategic Pathway to Success

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The Institute 4 Worthy Performance LLC
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Improving Organizational Performance by
Improving the Performance of People
Why We Are Here

• What’s all the fuss about Performance Improvement?

• Why should I care?

• How do Performance Improvement Professionals think differently?

• How can adding Performance Improvement skills sets increase my value and marketability?
Effective Organizational Performance resides in its workforce’s “DNA”

Do the Necessary Human Performance Systems

Analysis

It’s about the Human!
Need a Scientific Method to Get to the DNA Level

The scientific method for diagnosing and treating human performance systems is called *Human Performance Technology*.
What is Human Performance Technology?

People
- Capability
- Capacity
- Motives
- Behaviors
- Group Norms

Organization
- Processes
- Resources
- Direction
- Feedback
- Incentives

Source: The International Society for Performance Improvement (www.ispi.org)
What is Human Performance Technology?

All performance is a human endeavor.

Accomplishments
- Worthy
- Standard
- Effective, efficient, ethical
- Applies to entire organization
  - Individuals and teams
  - Departments and functions
    - Multi-professional collaboration

Source: The International Society for Performance Improvement (www.ispi.org)

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What is Human Performance Technology?

A Disciplined Methodology

A systemic and systematic approach to solve practical problems

- Systemic
- Systematic
- Scientific

Source: The International Society for Performance Improvement (www.ispi.org)
Focus of Performance

*Stresses a rigorous analysis of current and desired levels of performance to close the gaps*

- Diagnoses the root causes for the performance gap at the worker (performer), work (process), workplace (organizational), and world (society/communities) levels
- Offers a wide range of feasible and sustainable instructional and non-instructional interventions
- Guides the change management process
- Provides evaluation and feedback on the measurable results.
History of Human Performance Technology
• Behavioral Psychology
• Learning Psychology
• Instructional Systems Design
• Systems Theory
• Analytical Systems
• Cognitive Engineering
• Information Technology
• Ergonomics and Human Factors
• Psychometrics
• Feedback Systems
• Organizational Development and Change
• Intervention Systems
• Management Systems
• Reliability Engineering
Performance Value Chain

Performance **unfolds** in this direction

Get **People**...

provide required **Resources**...

...so that they can perform **Tasks** on the job...

..to produce **Accomplishments** that contribute....

...to business **Goals** of the organization

**Costs** inflicted here

**Intervene** here

**Value** produced here

**Measure** here

We **analyze** in this direction

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<table>
<thead>
<tr>
<th></th>
<th>ISPI 10 Standards of Performance Improvement</th>
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</thead>
<tbody>
<tr>
<td>R</td>
<td>Focus on Valued, Measured <strong>Results</strong> or Outcomes</td>
</tr>
<tr>
<td>S</td>
<td>Take <strong>Systemic</strong> View (Systems perspective)</td>
</tr>
<tr>
<td>V</td>
<td>Add <strong>Value</strong> By Producing Results That Make a Difference</td>
</tr>
<tr>
<td>P</td>
<td>Work in <strong>Partnerships</strong> to Produce the Intended Results</td>
</tr>
<tr>
<td>+</td>
<td>Remain Solution <strong>Neutral</strong> as an Honest Broker</td>
</tr>
</tbody>
</table>


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**4 Principles – How**

**6 Process - What**

- Determine the **Need** or Opportunity
- Determine the Cause
- Design Solutions including Implementation and Evaluation
- Ensure Solutions’ Conformity and Feasibility
- Implement the Solution(s)
- Evaluate the Results and Impact
Focus on RESULTS

FIRST...

Focus on

- TIME
- MONEY
- PEOPLE
- PRODUCTS
- SERVICES

Images Courtesy of Lynn Kearny
What are “Results?”
What is “Performance”?
The Four Levels of Performance

- World
- Workplace
- Work
- Worker
The Performance System
The Performance System
<table>
<thead>
<tr>
<th>Source</th>
<th>Performance Drivers</th>
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</thead>
<tbody>
<tr>
<td></td>
<td><strong>Information</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Skills &amp; Knowledge</strong></td>
</tr>
</tbody>
</table>

The diagram illustrates the source and performance drivers, categorizing them into information, resources, and incentives. These categories are further divided into skills, knowledge, capability, and motives.
Double Loop Human Performance System

Source: Adapted from Rummler and Brache, Improving Performance: How to Manage the White Space on the Organization Chart, Jossey-Bass, 1995

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Double Loop Human Performance System

1. **Performance Specifications (Output)**
   - Do performance standards exist?
   - Do the performers know the desired output and performance standards?
   - Do performers consider the standards attainable?

Source: Adapted from Rummler and Brache, *Improving Performance: How to Manage the White Space on the Organization Chart*, Jossey-Bass, 1995

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1. **Performance Specifications (Output)**
   - Do performance standards exist?
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2. **Task Performance Support (Input)**
   - Can the performer easily recognize the input requiring actions?
   - Can the task be done without interference from other tasks?
   - Are the job aids and work flow logical?
   - Are adequate resources available for performance (time, tools, staff, information)?

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**Source:** Adapted from Rummler and Brache, *Improving Performance: How to Manage the White Space on the Organization Chart*, Jossey-Bass, 1995

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2. Task Performance Support (Input)
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1. Performance Specifications (Output)
   - Do performance standards exist?
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   - Do performers consider the standards attainable?

3. Skills/Knowledge/Attitudes
   - Do the performers have the necessary skills and knowledge to perform?
   - Do the performers know why desired performance is important?

4. Individual Capacity
   - Are the performers physically, mentally, and emotionally able to perform?

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   - Are consequences aligned to support desired performance?
   - Are consequences meaningful from performer’s viewpoint?
   - Are consequences timely?

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   • Are consequences timely?

6. Feedback
   • Single Loop - Do performers receive information about their performance?
   • Double-Loop – Do the leaders receive information about performance?
   • (Both) Is the information they receive:
     ➔ relevant? ➔ accurate?
     ➔ timely? ➔ specific?
     ➔ easy to understand?

Input → Performer → Output

Source: Adapted from Rummler and Brache, Improving Performance: How to Manage the White Space on the Organization Chart, Jossey-Bass, 1995

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Double Loop Human Performance System

Miracle or Problem occurs here.

Input → Performer → Output → Consequences

Feedback

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How Performance Improvement is Different From Training

Based on Roger Chevalier article “Updating the Behavior Engineering Model”, *Performance Improvement Journal*, 42(5), May/Jun 2003

<table>
<thead>
<tr>
<th>Training</th>
<th>Performance Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>An event</td>
<td>A process</td>
</tr>
<tr>
<td>Follow-up with individual performers</td>
<td>Continuous measurement process</td>
</tr>
<tr>
<td>Based on learner needs</td>
<td>Based on organizational needs</td>
</tr>
<tr>
<td>Evaluated by individual performance</td>
<td>Evaluated by organizational performance</td>
</tr>
<tr>
<td>Focus on one or few individuals</td>
<td>Focus on systems approach to improve performance</td>
</tr>
<tr>
<td>Single type of performance solution</td>
<td>Multiple types of performance solutions</td>
</tr>
<tr>
<td>Training needs assessment</td>
<td>Performance assessment</td>
</tr>
<tr>
<td>Results-oriented at participant level</td>
<td>Results-oriented at organizational level</td>
</tr>
<tr>
<td>Can be ad hoc</td>
<td>Must be systematic</td>
</tr>
</tbody>
</table>
## HPT vs Six Sigma

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<th>HPT</th>
<th>Six Sigma</th>
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</thead>
<tbody>
<tr>
<td><strong>Goal</strong></td>
<td>Human Performance Improvement</td>
<td>Process Improvement</td>
</tr>
<tr>
<td><strong>Focus</strong></td>
<td>Accomplishments (Results/Outcomes)</td>
<td>Quality (Requirements)</td>
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<tr>
<td><strong>Scope</strong></td>
<td>Decisions are experiences &amp; human-oriented</td>
<td>Decisions are numbers &amp; statistical-oriented</td>
</tr>
<tr>
<td><strong>Locus</strong></td>
<td>Drivers &amp; Barriers</td>
<td>Variance &amp; Waste</td>
</tr>
<tr>
<td><strong>Framework</strong></td>
<td>4 Principles (RSVP+) &amp; 6 Practices</td>
<td>DMAIC, DMADV, &amp; DMEDI</td>
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<tr>
<td><strong>Measures</strong></td>
<td>Formative, Summative, Confirmative, &amp; Meta Evaluations</td>
<td>Statistical Process Control &amp; Control Charts</td>
</tr>
<tr>
<td><strong>Bottom Line</strong></td>
<td>Level 4 (Impact) &amp; Level 5 (ROI)</td>
<td>Shift in Sigma Value &amp; Cost Savings</td>
</tr>
<tr>
<td><strong>Disciplined Process &amp; Parallel Construction</strong></td>
<td>Assess: Performance (4Ws) Analysis: Gap, Cause</td>
<td>Analyze, Define, Measure, Explore</td>
</tr>
<tr>
<td></td>
<td>Intervention: Selection, Design, Develop</td>
<td>Design, Improve, Explore</td>
</tr>
<tr>
<td></td>
<td>Intervention: Implementation, Change Management</td>
<td>Implement, Improve</td>
</tr>
<tr>
<td></td>
<td>Evaluate: Measures, Sustainability</td>
<td>Measure, Control</td>
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Human Performance Architects are HITL Integrators
Fundamental of Performance Improvement: A Strategic Pathway to Success

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Improving Organizational Performance by Improving the Performance of People
Plan
Forward
&
Upward
Certified Performance Technologist (CPT): Setting the Standard
Objectives

- Introduce you to the CPT certification and its requirements
- Overview the 10 Standards
Common Questions

• Who is ISPI?
• What is certification?
• How is a certification different from a certificate or a degree?
• Who and why are organizations offering certifications?
• Why is ISPI offering a certification?
• How does ISPI’s certification differ from other certifications?
• Who is certifying and why?
• How will certification benefit you?
• What is required?
Credentials

• A recognition bestowed by organizations to people who have satisfied a set of requirements
  – Certificates = Satisfied an education or training requirement
  – Certification = Demonstrated competency in a body of knowledge or the performance of a task/service
Certification v Certificate

Certification
1. Purpose is assessment
2. Assessed against pre-determined standards
3. Assessment is independent of course of study
4. Scope defined by a JA/CA
5. Time limited; requires recertification
6. Autonomous Governing Body

Certificate
1. Purpose is development
2. Assessed against learning objectives
3. Assessment is based on a course of study
4. Scope unique to curricula
5. One time; may require earning a new certificate
6. Oversight not required
What is Certification?

• A credential given to people who successfully satisfy an assessment
• What is assessed is based on the results of a job analysis
• The credential retires and must be renewed every three years
• There is an oversight committee responsible for governance of the credential
Why Credentials

• Demand from consumers, government agencies, and manufacturers for due diligence

• Demand by practitioners for a “mark” that sets them apart in the marketplace or protects their market
Market Effect

- **Professional & Trade Associations**
  - Certificate programs
  - Certifications

- **Colleges & Universities**
  - Certificate programs
  - Degrees

- ** Corporations offer certifications & certificates to:**
  - Employees
  - Suppliers
  - Aftermarket partners
  - Customers

- **Vendors**
  - Certificates
  - Certification
Why ISPI?

• ISPI’s mission is to:
  – Develop and recognize the proficiency of its members and
  – Advocate the use of human performance technology

• Standards are vehicles for defining proficiency in measurable terms

• Credentials are vehicles for measuring and recognizing proficiency
Definition: A Profession

• According to SHRM and the Department of Labor, a profession has an organization that:
  – Speaks as a unified voice for its members (ISPI represents over 10,000 practitioners worldwide)
  – Fosters the development of the field. ISPI promotes education and development through publications, institutes, and conferences
  – Conducts applied research. (ISPI publishes *Performance Improvement Quarterly*)
  – Has a defined body of knowledge. (ISPI’s Standards & Handbooks define the skills and knowledge required for proficiency)
  – Has a code of ethics that identifies standards of behavior relating to fairness, justice, truthfulness, and social responsibility.
  – Offers a credential. (ISPI offers the only credential in HPT)
Why an ISPI-sponsored Credentials?

• Individual and Organizational Members asked for:
  – Standards with which to select and develop performance improvement professionals
  – Designations that identify those who have been successful in producing measurable and sustainable results.

• It now offers two proficiency-based certifications
  – Certified Performance Technologist (CPT)
  – Certified School Improvement Specialist (CSIS) through TIfPI

• May soon offer ID micro-credentials through TIfPI
Why ISPI-Sponsored Credentials?

• May soon offer 17 ID micro-credentials through TIfPI
  – AEL – Asynchronous eLearning
  – BLS – Blended Learning Solutions
  – C&M – Coaching/Mentoring
  – COP – Community of Practice
  – EPS – Electronic Performance Support
  – GPBS – Goal-Based/Problem-Based Scenarios
  – ILT – Instructor-Led Training (Live or Virtual)
  – ISS – Independent Self-Study
  – JOBA – Job Aids
  – MEL – Mobile Learning (mLearning)
  – OJT – Informal Learning (On-The-Job)
  – RLO – Reusable Learning Objects
  – SEL – Synchronous eLearning
  – SIML – Simulations and Labs
  – SLG – Serious Learning Games
  – SMN – Social Media & Networking
  – VID – Learning Videos
Certifications: The Beginning

• Launched the proficiency-based Certified Performance Technologist Credential (CPT) in 2002
  – Today more than 1,200 people have earned the CPT
  – In 33 countries
  – 21 were chartered CPT’s –
    • Received the designation because of their proven work through awards and contributions to the field
  – A requirement for major contracts
Where you can find CPTs
What’s Unique

Certifications:

• Typically Assess
  – Knowledge
    • Terms, rules, concepts, etc
  – Skills
    • Knowledge of procedures or the application of rules through case studies
  – Performance
    • Application of procedures/rules in a controlled environment

• ISPI Assesses Proficiency (fluency)
  – Measures application in non-controlled or real world environment
Accreditations: The Beginning

• Launched two-year pilot period of Program Accreditation in fall 2011
  – JetBlue’s Assessment, Measurement, and Evaluation program received 1st accreditation
  – Caterpillar’s Big Engine Division received 2nd accreditation

• Launched Function and Vendor Product Accreditation’s two-year pilot period in spring 2012
What’s Unique

Accreditations:

• Typically assess:
  – How well processes are documented and the degree they are congruent and aligned
  – If the processes tell the same story

• ISPI assesses the function, program, and product’s ability to:
  – Deliver worthwhile outcomes consistently
  – Less about process and more about value delivered
Benefits

Certification:
- A requirement to be considered a profession
- Gives employers criteria to use when hiring
- Provides academic institutions with criteria for designing curriculum
- Provides practitioners with criteria for self-development and assessment
- Formally recognizes competency

Accreditation:
- Provides assurance on the quality and effectiveness of your offerings and operations
- Gives providers marketplace distinction
- Encourages continuous improvement by facilitating comparison with best practices
- Provides organizations and vendors with criteria for self-assessment and development
- Formally recognizes value
What is the CPT?

A credential offered by ISPI that recognizes consistent, worthy performance achieved through a systematic process.
What it is not!

• A certificate of completion of a training or education program.

• ISPI does offer certificates for completing their Institutes, however they are not required to achieve the certification.
2012 Validation Study

• Did a new study to re-validate the standards
  – Interviews
  – Focus Groups
  – Survey

• Almost 700 people in 24 countries participated
  – 60% practitioners
  – 30% managers
  – 10% Academics
2012 Validation Study

- 45% Industry – top 10
  - Banking/Mortgage
  - Energy
  - Finance
  - Healthcare
  - Insurance
  - Manufacturing
  - Pharmaceuticals
  - Retail
  - Telecommunications
  - Transportation

- 30% Consulting
- 10% Academia
- 10% Government
- 3% Military
Who Is It For?

Experienced professionals engaged in:

• performance improvement,
• training and development,
• organizational development,
• human resource development, and
• other related fields.
What’s Required?

• Three years of experience in performance improvement efforts.

• Demonstrated proficiency in the 10 Standards of Performance Technology:
  – Proficiency in all 10 Standards three times
  – Using a minimum of 3 projects and a maximum of 7

• Commitment to a code of ethics.

• Commitment to recertification every three years.
What Sets it Apart?

• Both proficiency & competency based
• Standards developed by customers & consumers of our services
• Valued by employers
• Being required for contract work
• Being adopted internationally
  – 30+ countries
What’s In It For Organizations?

- Use the standards for selection and development – provide a benchmark
- Get a Code of Ethics to guide behavior and decisions
- Provides criteria for contracting for products and services
- Can rapidly deploy teams with greater confidence
- Distinguishes them from their competitors
- Increases the odds they will get people who can produce meaningful results
“… the certification is an indication for me to show others that people in our profession aspire to high standards… it is in (Texas Instrument’s) best interest to keep the highest level of professional development, and certification is one sure way to indicate this excellence.”

Debbie Simpson, CPT
Training Manager, Texas Instrument
What’s In It For You?

- Stay competitive.
- Be recognized for your work.
- Distinguish yourself to potential employers and clients.
- Join others throughout the world who have received the CPT designation.
“When clients ask about the CPT designation, I have an opportunity to explain my systematic approach to solving their performance problems. I find this distinction sets me apart from other organizational consultants.”

Jeanne Strayer, CPT
Performance Solutions Group
Process Overview

1. Assess your readiness

2. Prepare your application
   – Identify 3 to 7 projects that cover the 10 standards at least 3 times.
   – Note: 1st three projects must satisfy 1st four standards plus three more standards. Remaining projects can fill in the blanks
   – Describe your work
   – Get your attestations

3. Sign the code of ethics

4. Submit your application
5. Application sent to 2 reviewers (blind review)
   – If a split vote goes to a 3 reviewer (blind review)
   – If you do not satisfy the standards you are given feedback and 90 days confirm your decision to resubmit
   – You have 24 months to resubmit

6. When certified, given a press release, logo, and instructions on how to announce the designation
What the CPT Assesses

• CPT assesses proficiency in HPT

• HPT – Human Performance Technology is the application of a systematic approach to improve performance

• PI – Performance Improvement is the Goal

• Performance is work that leads to worthy results and is done:
  • Efficiently
  • Effectively
  • Ethically
What Distinguishes HPT

1. Looks at the work, worker, & workplace (people, process, environment)

2. Handles ill-structured problems

3. Starts with the end in mind – the goals & desired result

4. Gets measures early – baseline, success, & leading indicators – is data driven

5. Is efficient – leverages data & research

6. Diagnoses before prescribing

7. Engages & collaborates

8. Designs based on feasibility & sustainability

9. Manages the implementation through oversight & measuring at key points

10. Communicates – is explicit about what was done & why
ISPI’s Standards  NEW

Principles: RSVP

1. Focus on Results or outcomes
2. Take a Systemic view
3. Add Value
4. Work in Partnership with Clients and Stakeholders

Systematic Approach:

5. Determine the need or opportunity
6. Determine the cause
7. Design solutions including implementation and evaluation
8. Ensure solutions’ conformity and feasibility
9. Implement the solutions
10. Evaluate the results and Impact
ISPI’s Standards

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Satisfy each standard 3 times
Assess your readiness

• Review the Standards of Performance Technology.
• For each Standard, rate each element based on your self-assessment of your current level of competence.
• For those areas where deficiencies are noted, indicate what you plan to do to address those deficiencies.
• Identify opportunities for continued development and improvement.
• Determine your level of readiness for the certification.
• Identify the projects and attesters you will use in the application process.
How is the Credential Managed?

• Certification Governance Committee:
  – Nine member committee
  – Three year revolving terms
  – Mixed representation of employer, government, practitioners, academics
  – Chair appointed by the ISPI Board of Directors

• ISPI Director of Certification (Staff Position)
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3. Sign the code of ethics

4. Submit your application
Re-certification Requirements

7. Recertified every 3 years
   – Continued practice and proficiency
     • Done through self-attestation
   – 40 re-certification points every three years
     • Attend conferences, institutes, for-credit courses, non-credit courses, training related to one or more of the Standards
     • Up to 15 hours from teaching, research, publishing and/or volunteering within a professional group
   – Recommit to the Code of Ethics
   – Pay a recertification fee

<table>
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<th>Fees</th>
<th>Regular</th>
<th>Recertification</th>
<th>Reinstatement</th>
</tr>
</thead>
<tbody>
<tr>
<td>ISPI Member</td>
<td>$ 995</td>
<td>$175</td>
<td>$395</td>
</tr>
<tr>
<td>ISPI Organizational Member</td>
<td>$ 895</td>
<td>$175</td>
<td>$395</td>
</tr>
<tr>
<td>Associate Non-Member</td>
<td>$1195</td>
<td>$350</td>
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