



International Society for Performance Improvement

## Potomac Chapter

*ISPI Potomac serves greater Washington, D.C.*



# Human Performance Technology (HPT)

Sarah Ward

President, ISPI Potomac Chapter

February 17, 2009



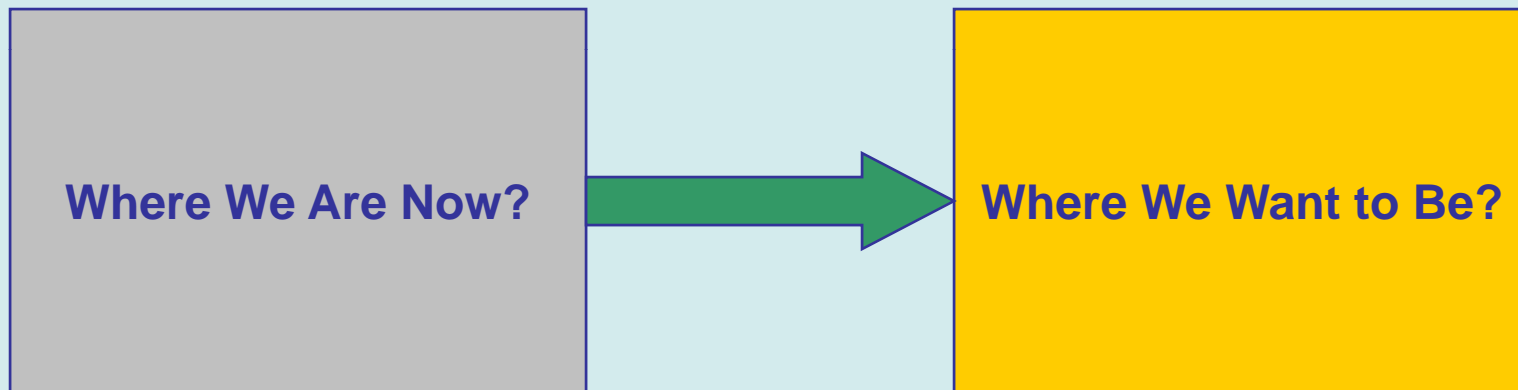
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## We Can Do Better



**H P T**





## Change How You Think

- **Managers** become Leaders
  - What is a Manager?
  - How does he or she think?
  - What makes a Manager happy?



Everything  
is Working  
Perfectly

and I have  
nothing to  
do...



## Do You Think Like a Leader?

- Managers become **Leaders**
  - What is a Leader?
  - How does he or she think?°
  - What makes a Leader happy?



I have a new goal.

What is  
our goal?

Does  
everyone  
understand  
our goal?



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# Thinking Like a Leader

Project → Organization

Process → All Systems

People → Each Person



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# How Do You Do Better?

**Use a Systematic Approach**

**Organization**

**Each Person**

**All Systems**



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**“Human Performance Technology (HPT)**  
—the systematic approach to improving  
productivity and competence—is the key  
to global competitiveness.”

*White House Briefing, 1994*



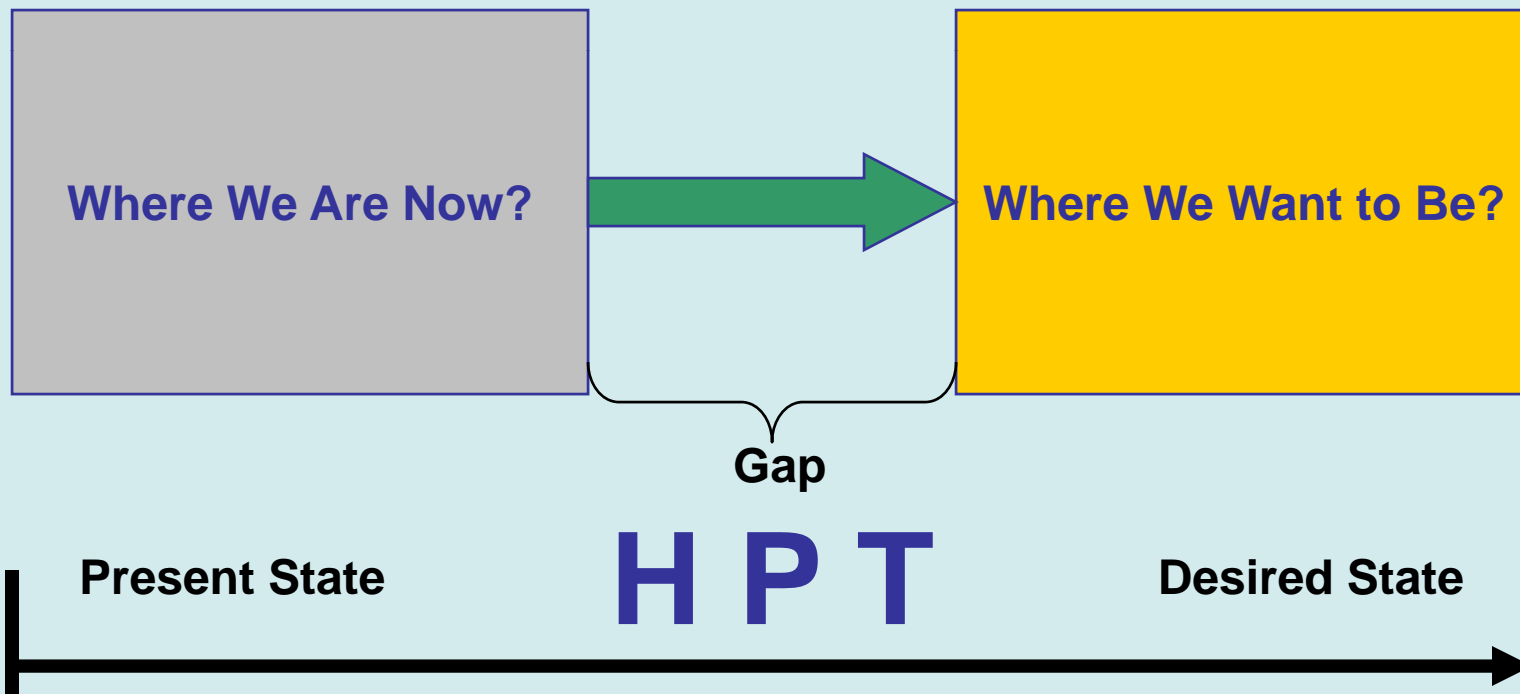
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## We Can Do Better





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# Start Asking Questions

- What do we want to be doing? **Desired State**
- How will we know when we get there?
- What are we doing now? **Present State**
- How are we doing it?
- How can we do better -- improve performance? **Intervention**
- How do we measure that improvement? **Evaluation**



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# Ask More Questions

- What do we want to be doing?
- What are our goals?
- How will we know when we get there?

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- What are we doing now?
- How are we doing it?

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- What is the difference between the 2 states?
- What IS working?
- What is NOT working?

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- How can we improve performance?
- How do make these improvements?
- How do we measure improvement?

**Desired State**

**Present State**

**Gap Analysis**

**Cause Analysis**

**Intervention**

**Change Management**

**Evaluation**



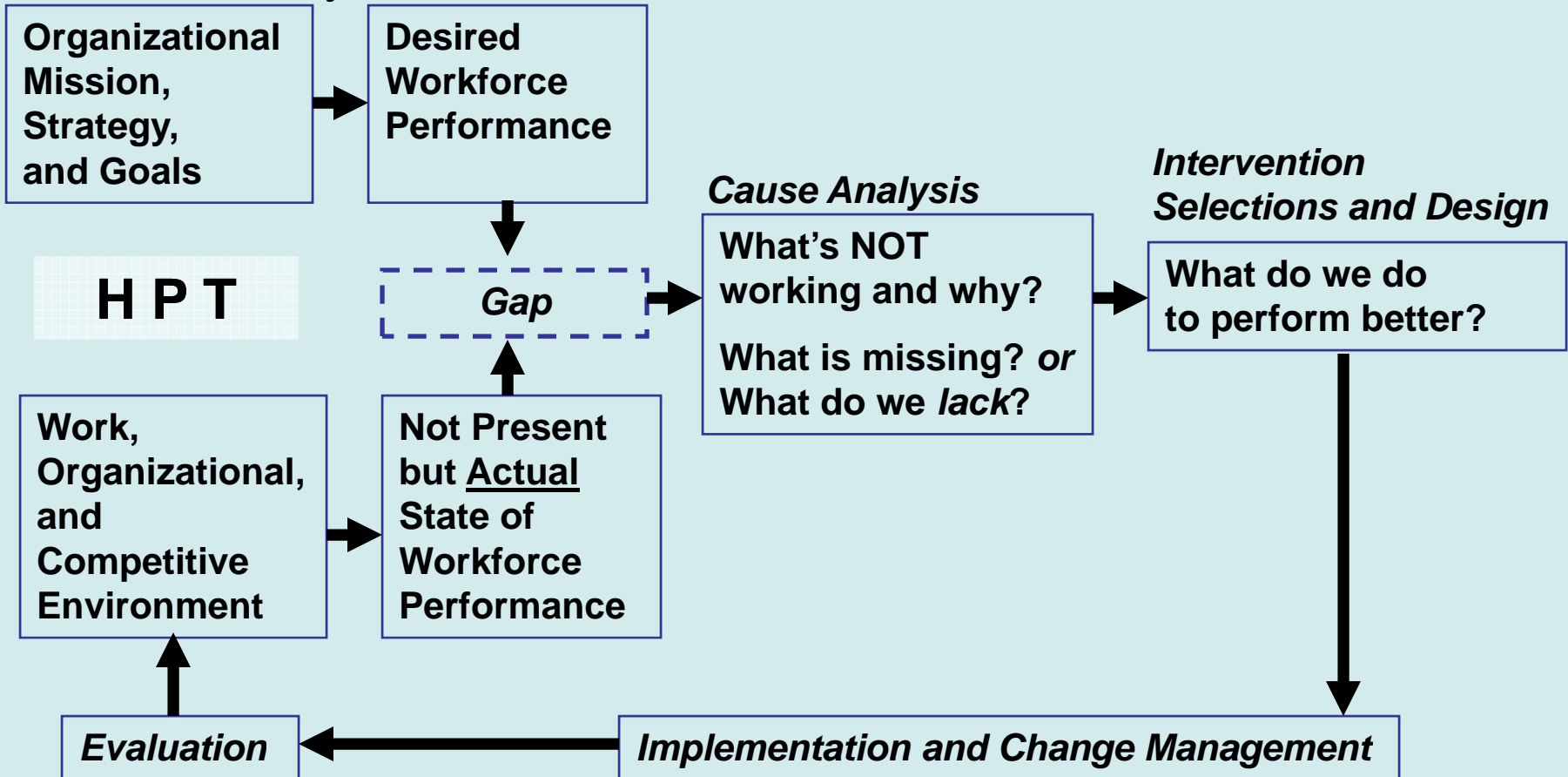
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## Performance Analysis



Adapted from 1994 ISPI White House Briefing



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## Performance Analysis

Organizational Mission, Strategy, and Goals

Desired Workforce Performance

## Cause Analysis

What's NOT working and why?  
*Lack of...what?*

## Intervention Selections and Design

What do we need to do to perform better?

**H P T**

Gap

Work, Organizational, and Competitive Environment

Not Present but Actual State of Workforce Performance

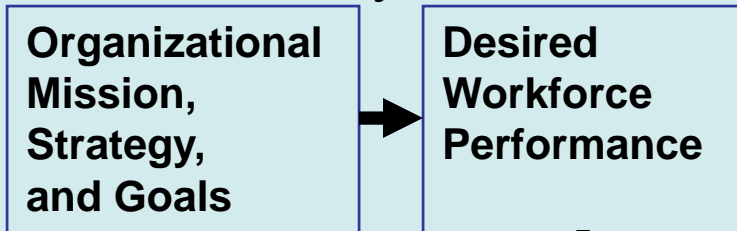
*Evaluation*

*Implementation and Change Management*

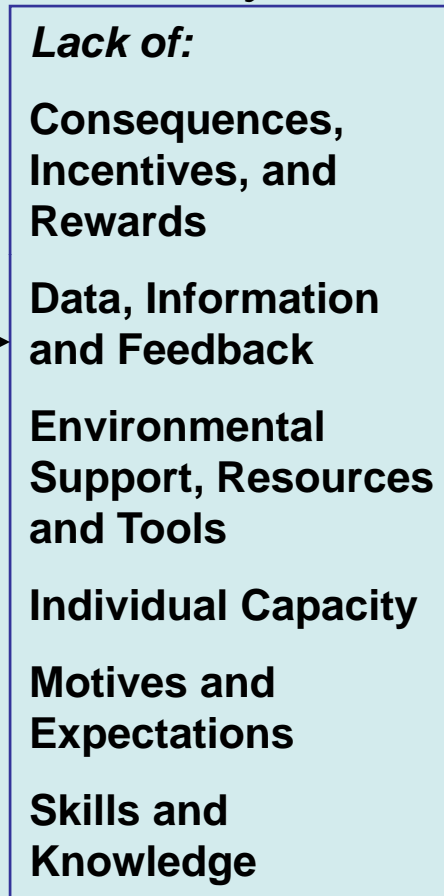
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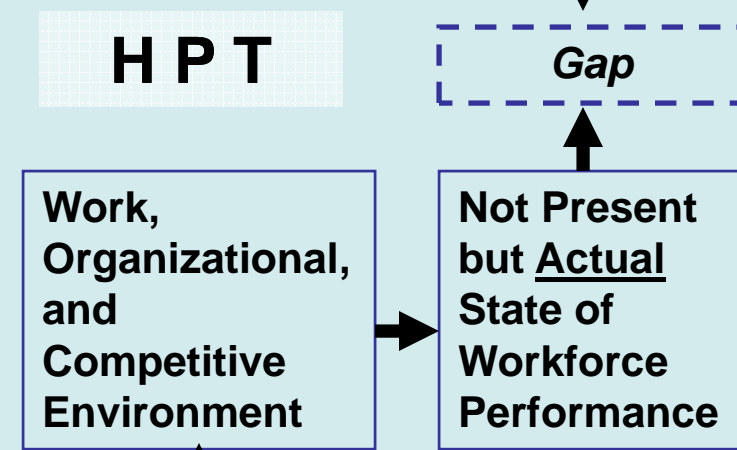
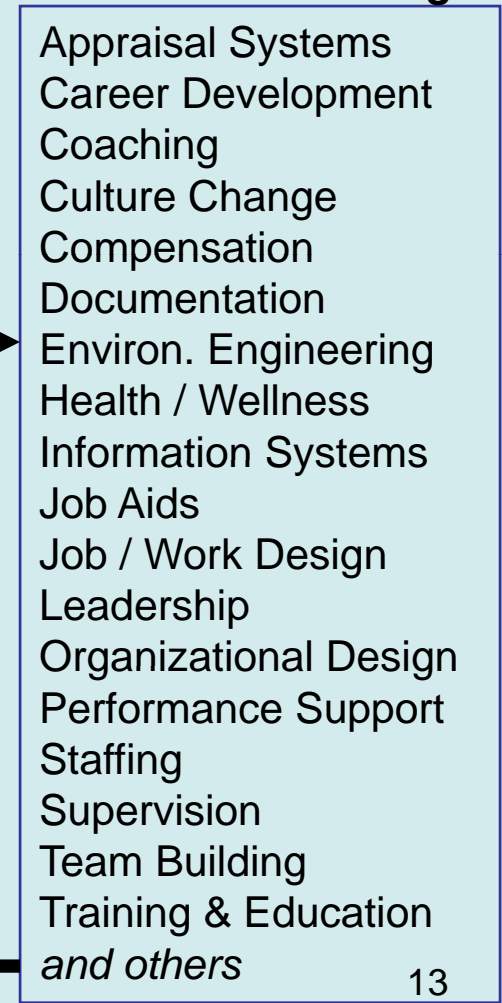
## Performance Analysis



## Cause Analysis



## Intervention Selections and Design



**Evaluation**

**Implementation and Change Management**



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**Performance  
Analysis**

**Cause  
Analysis**

**Intervention  
Selection  
and Design**

**Evaluation**

**Implementation  
and Change  
Management**



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### HPT Issues

#### – Leadership Development

- Clarity of Vision and Communication
- *Followership*

#### – Organizational Alignment

- Consequences
- Rewards
- *Always Changing*

#### – New Technology Use

- Feedback → Individual
- Training → Knowledge Building
- *Culture Change*

**YOU**



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- Thank You for Coming to Our Session on Human Performance Technology (HPT)
- If you wish to contact me:

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**Happy  
HPT!**