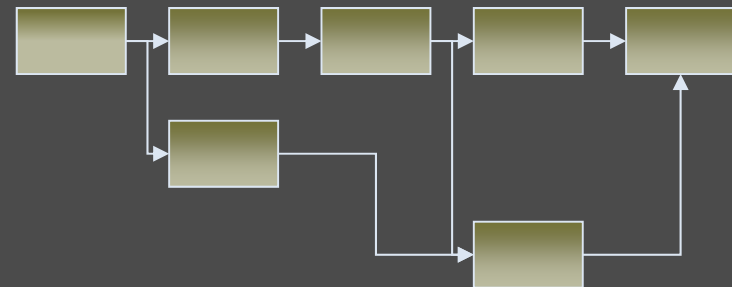


# Accelerate the “Performance & Learning Curve”

## Using Development Paths for Key Roles

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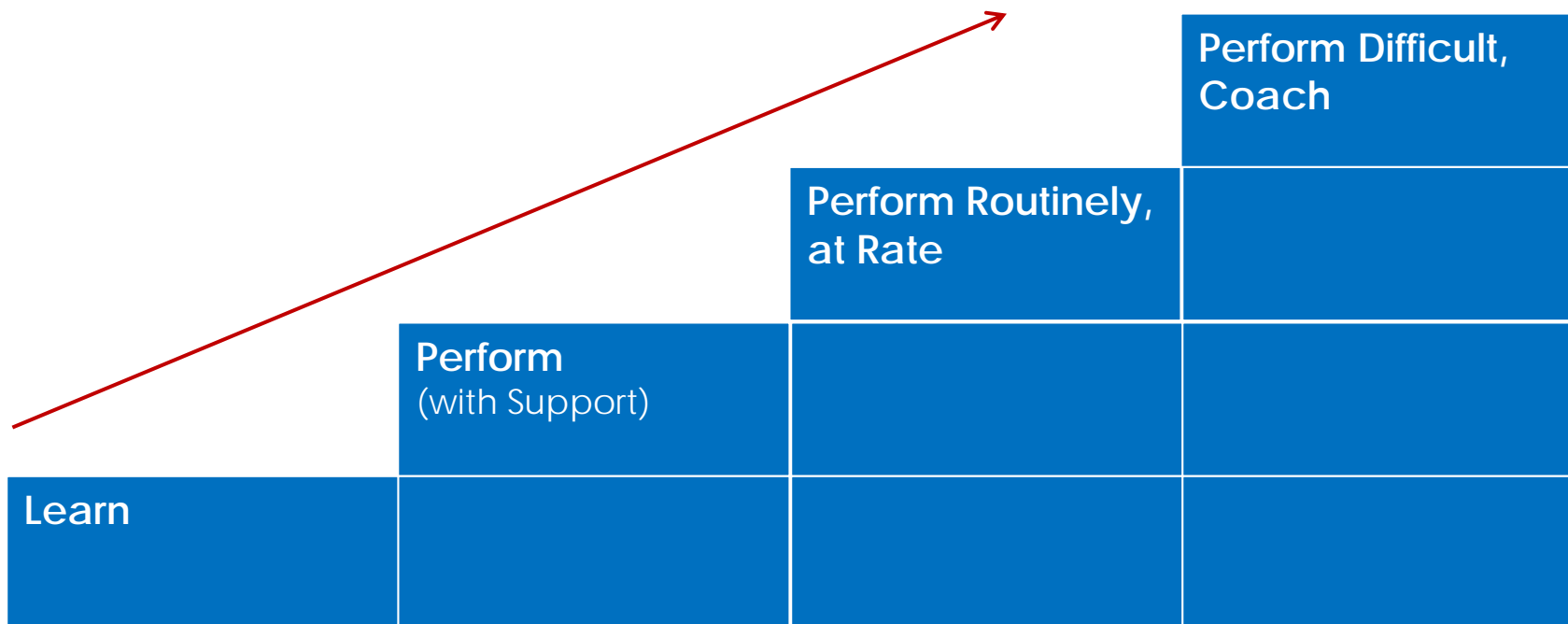
# Presentation Purpose and Objectives

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Purpose: Find ways to accelerate the learning and performance curve

- Objectives:
- ▶ Describe the challenges involved in creating development paths
  - ▶ Summarize the benefits of streamlining employee development
  - ▶ Describe alternative approaches and relevant advantages
  - ▶ Describe what a project to accelerate the learning curve might look like

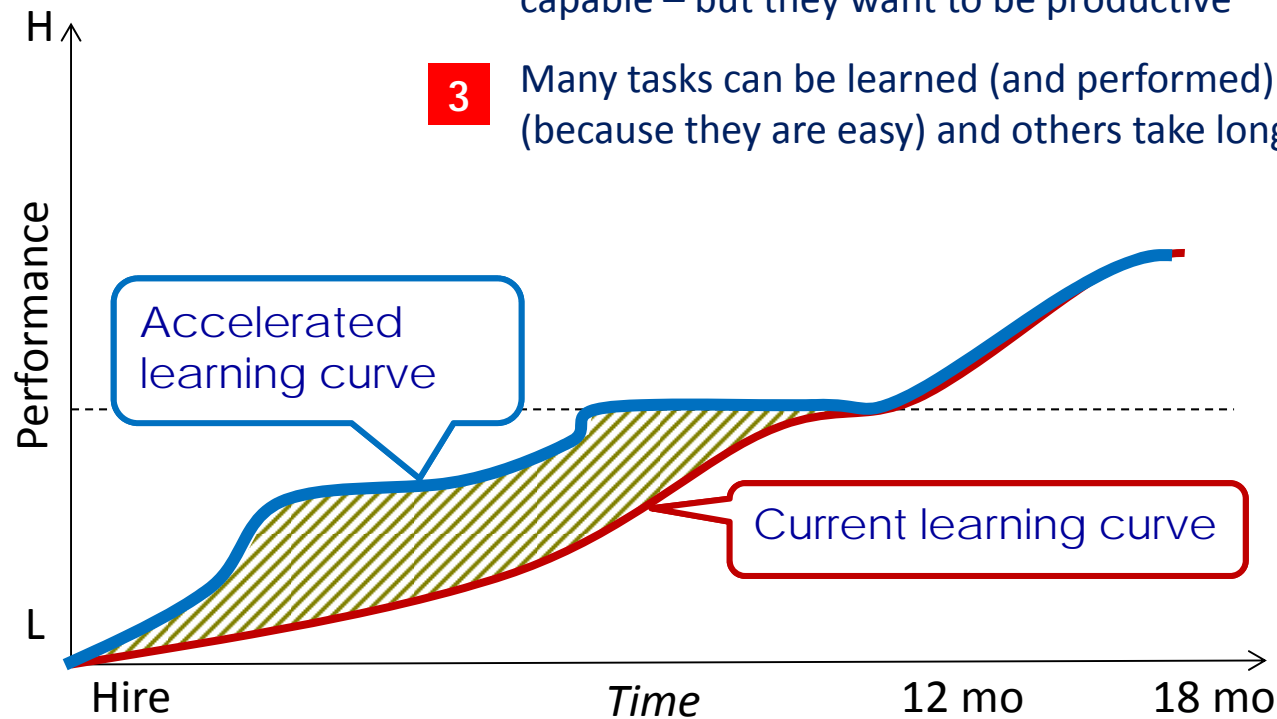
**Premise:** You can improve productivity by accelerating the development path



# Key Design Concepts

## The learning and performance curve

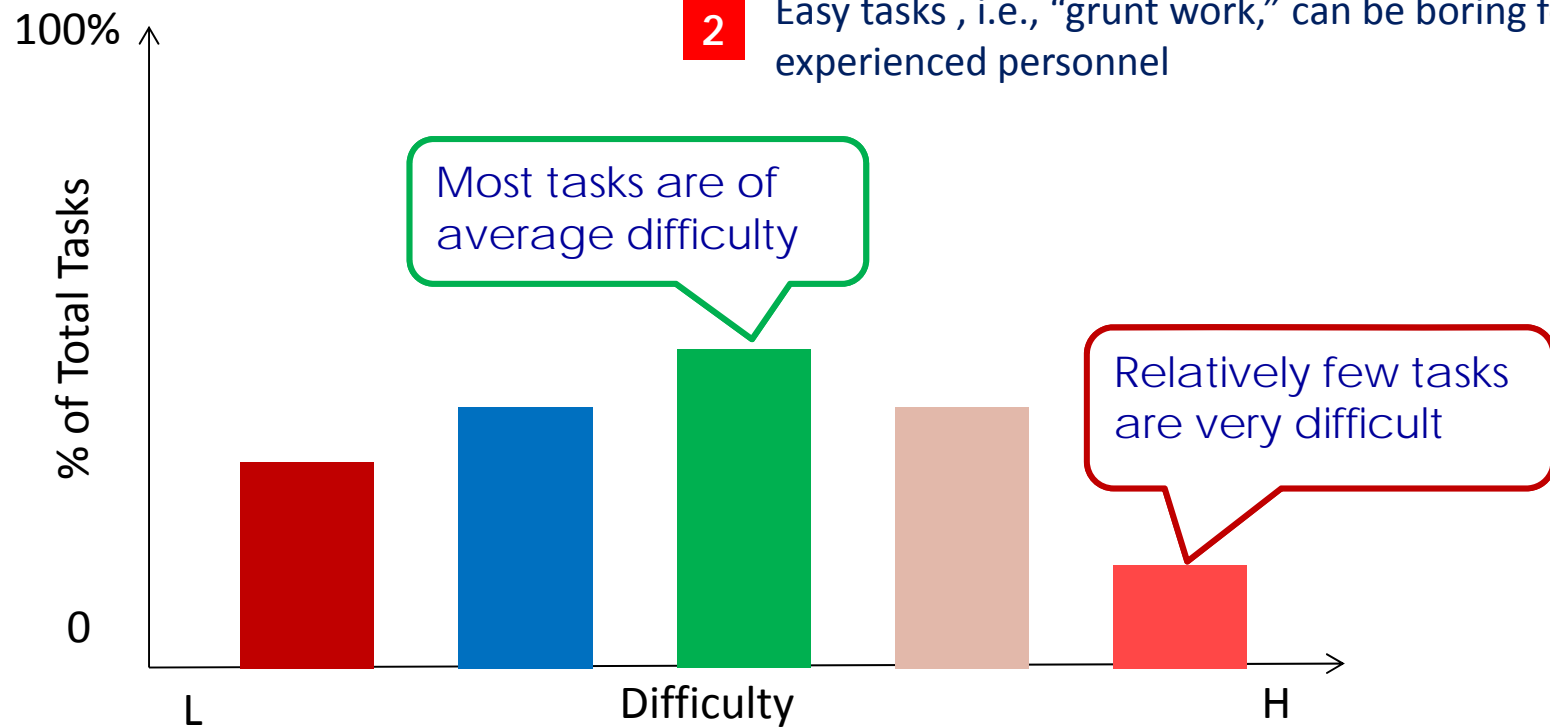
- 1 There is a relationship between learning and performance – it isn't linear
- 2 Employees that are new in their role aren't fully capable – but they want to be productive
- 3 Many tasks can be learned (and performed) quickly (because they are easy) and others take longer



# The Work Volume/Difficulty Curve

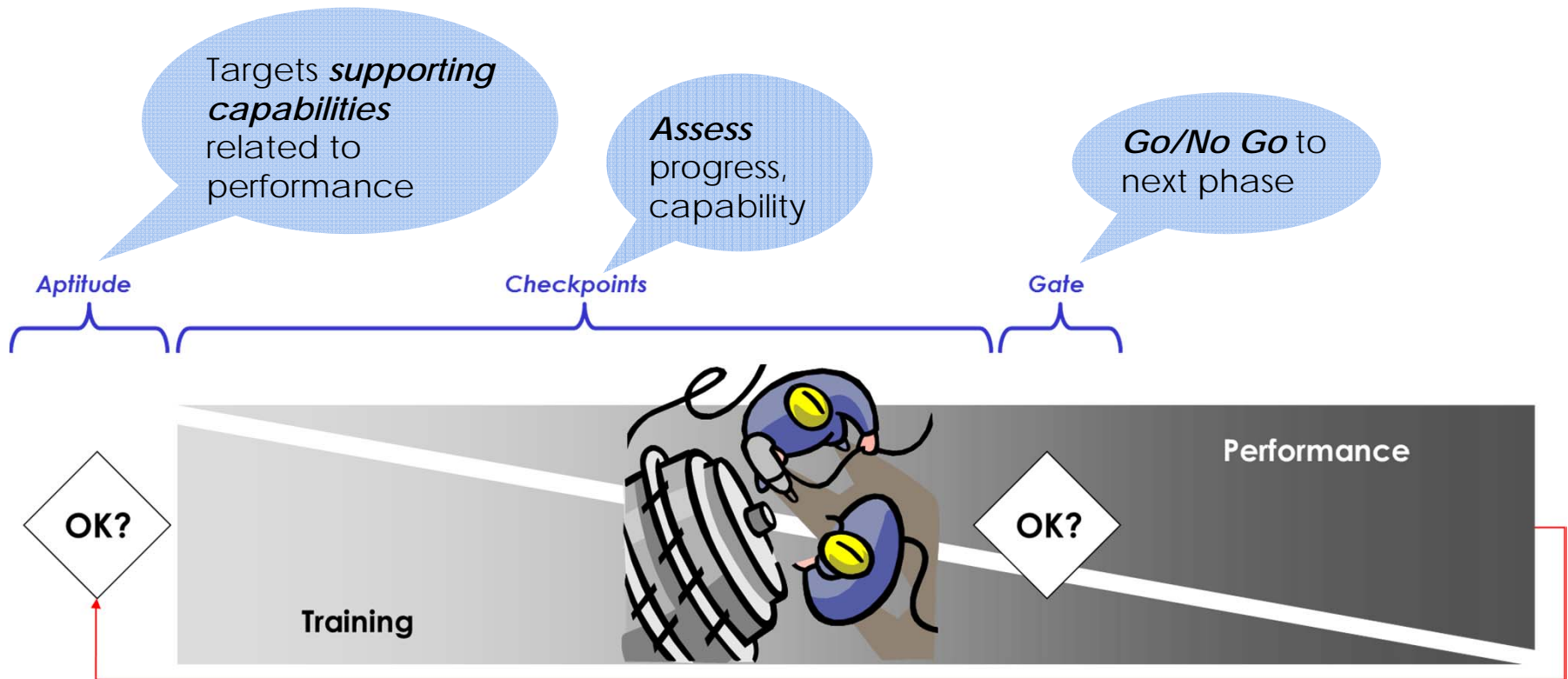
- 1 What constitutes an “easy” task?
  - Small number of steps
  - Limited risk in the event of failure
  - Limited skill requirements
  - Clear conditions and criteria

- 2 Easy tasks , i.e., “grunt work,” can be boring for experienced personnel



# Path Model

...within the training environment



# Approaches

---



Which of these approaches to accelerate the development curve have your organizations tried...and how well have they worked?

✓ **“Front-end Load”  
with Training Courses**

✓ **OJT**

✓ **Self/Individual  
Study**

✓ **Focus on the  
“Fundamentals”**

✓ **Mentor**



# Design Approach

1. Define the scope (audience, role, work process, discipline, etc.)
2. Analyze the performance and capabilities
3. Define performance “anchors” or checkpoints and sequence based on “learnability”
4. Array supporting capabilities to fit performance requirements
5. Define **learning**/development strategies for supporting capabilities and **verification** strategies for performance anchors



*Instructional Systems Design on a **macro** scale*

# Some of the Design Considerations

## Think About...

- Business drivers/need
- Business environment
- Business leadership expectations, engagement
- Job/work characteristics
- Audience characteristics
- Sources for participants
- Resources for learning
- Culture
-

# Design Considerations

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- ▶ Concept of the “Assignable chunk”
- ▶ What is “learnable” on-the-job?
- ▶ What requires an instructor (or special facilities)?
- ▶ What is needed right away?

# Example

## Pharmaceutical Manufacturing

### Situation

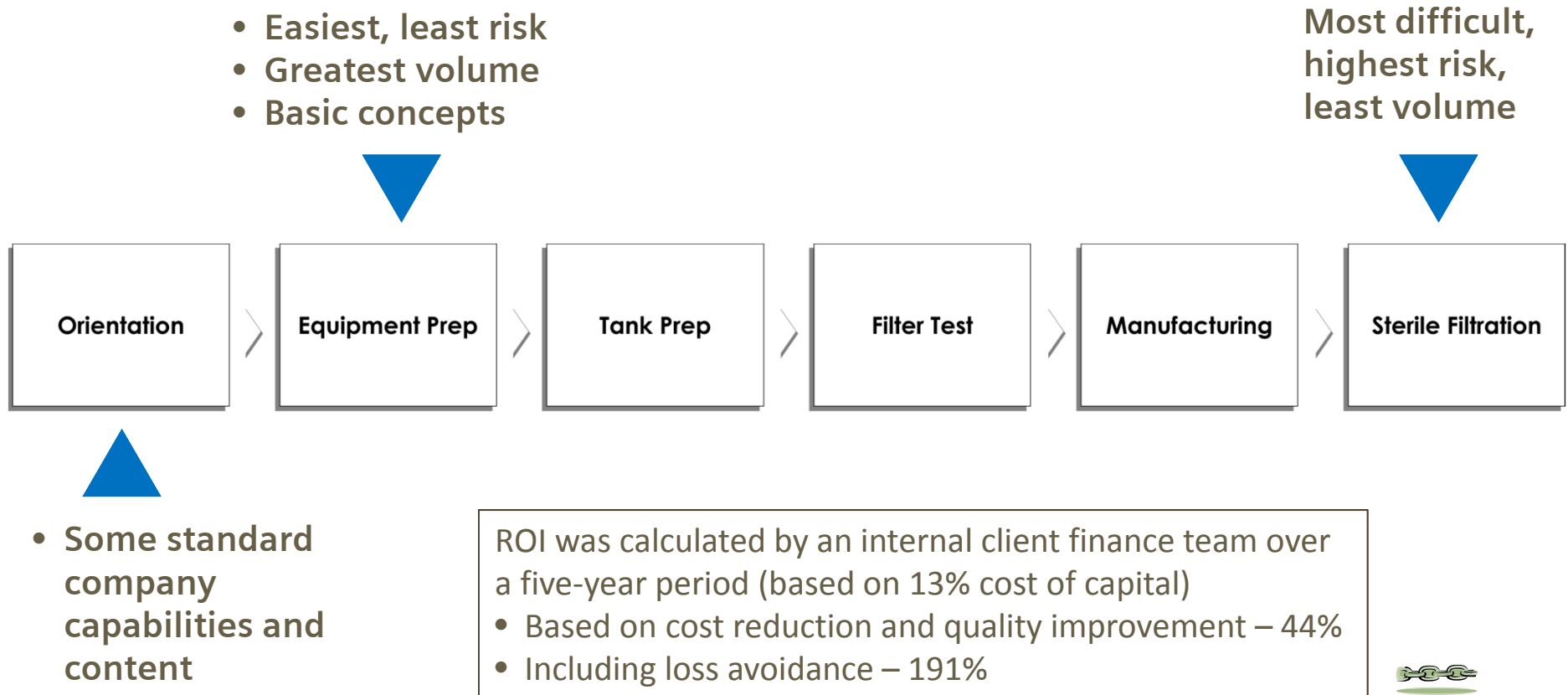
- ❑ Relatively small audience
- ❑ Regulated, semi-documented
- ❑ Separate plant areas
- ❑ Variable products with similar operations and equipment
- ❑ Work process spanned > 1 shift
- ❑ New operators could be new hires, probably transfers
- ❑ Current operators nearing retirement age

### What is important to the business?



# Pharma Path (High-Level)

The path follows the layout of the physical work areas



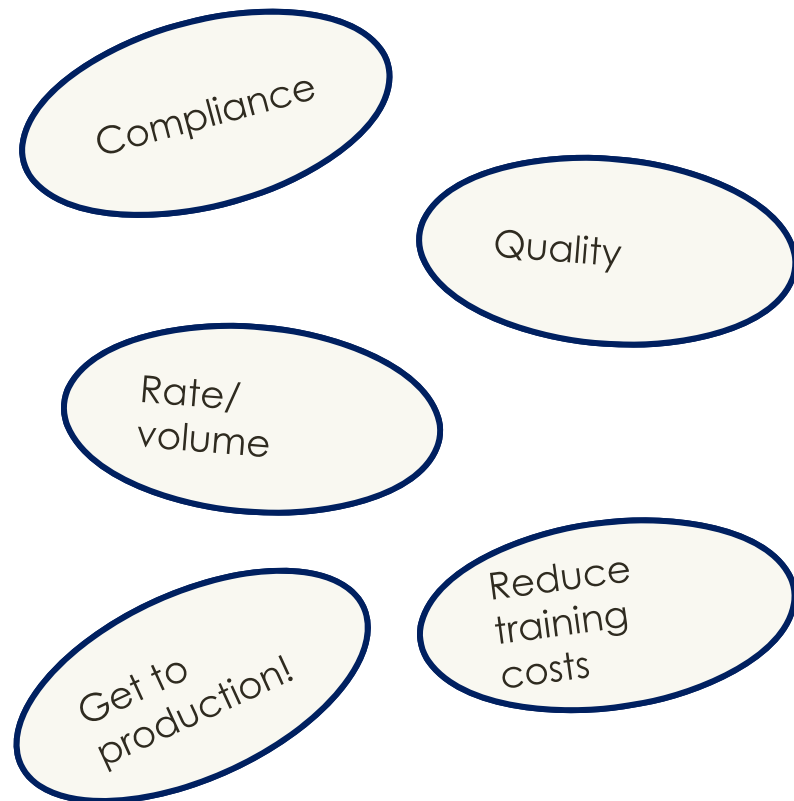
# Example

## Call Center Agents

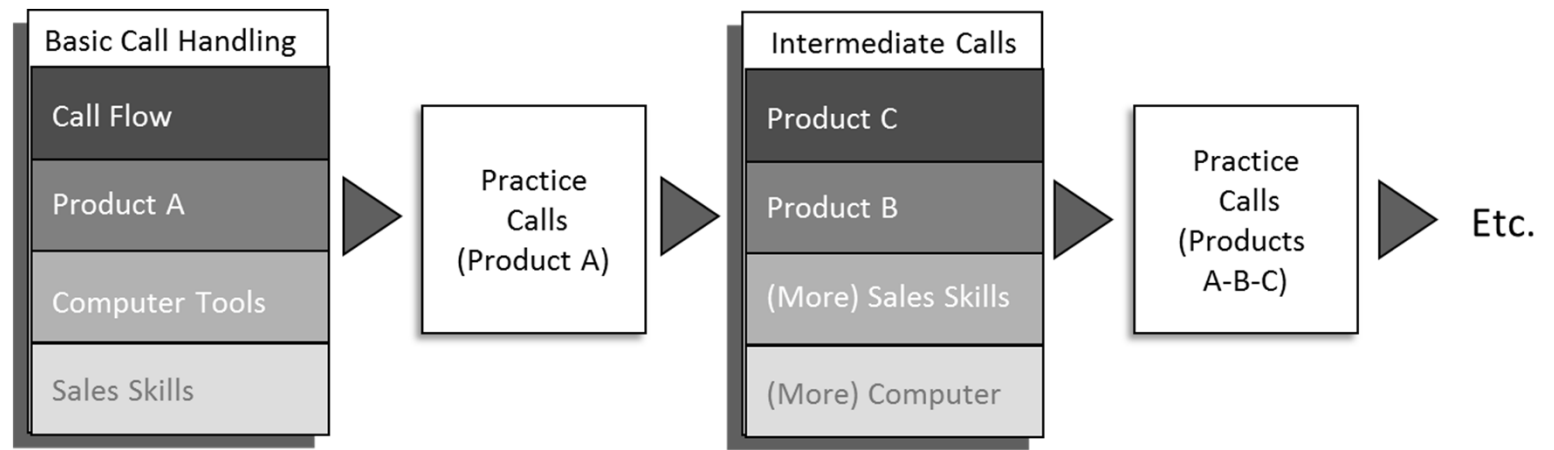
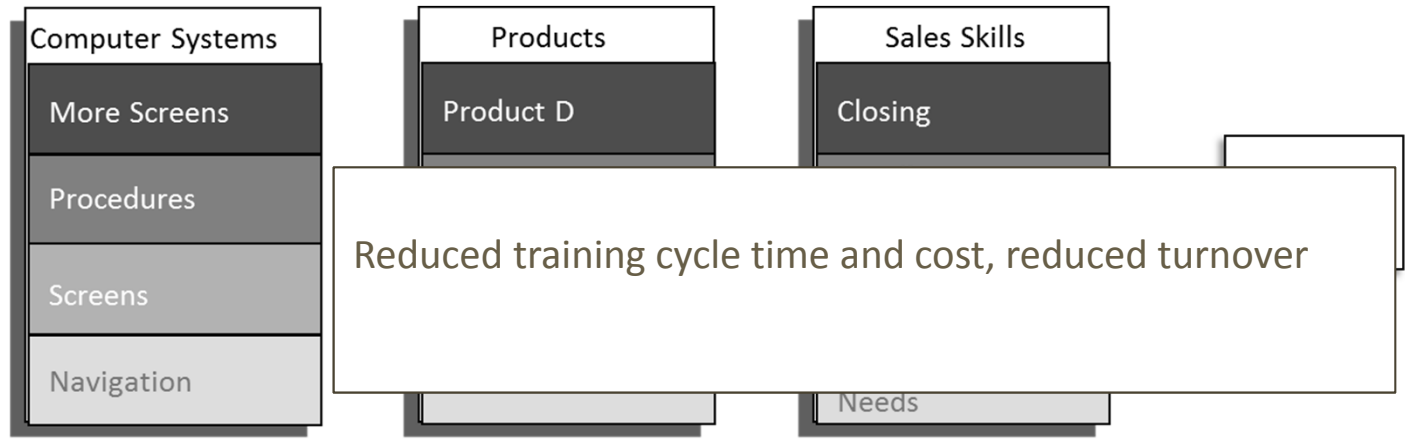
### Situation

- ❑ Large audience
- ❑ High turnover
- ❑ Perform in real time
- ❑ Some support available
- ❑ Limited control of assignments
- ❑ Large number of rules
- ❑ Complex systems
- ❑ Some coaching available

What is important to the business?



# Example Call Center Agents



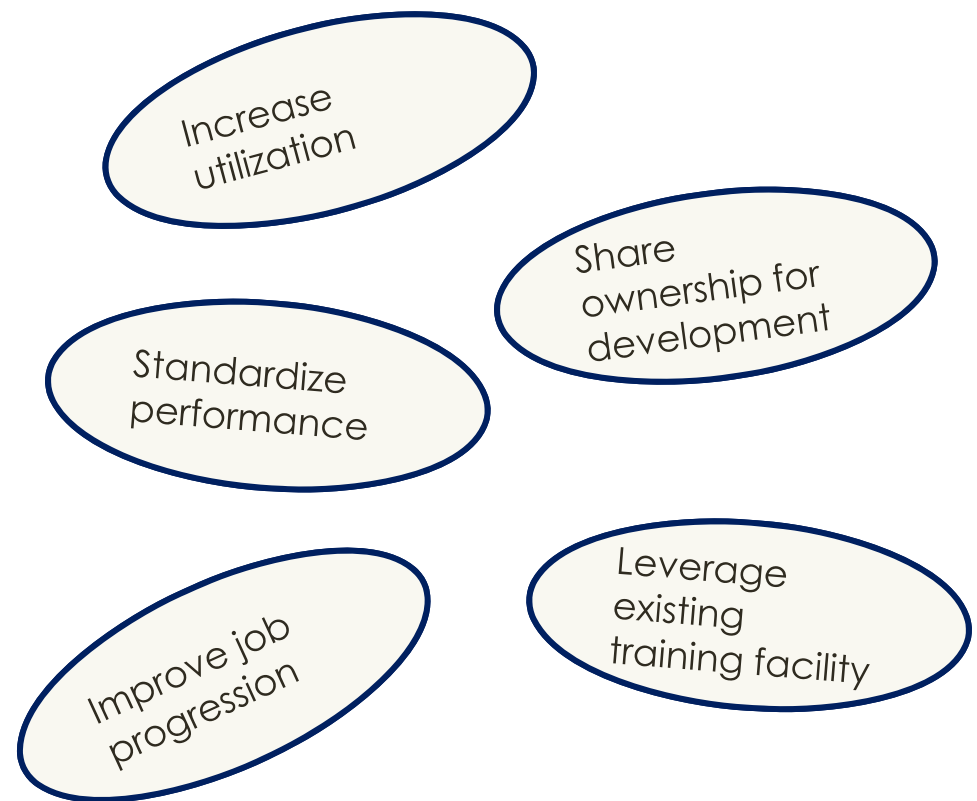
# Example

## Control Systems Technicians

### Situation

- ❑ Plan for business growth
- ❑ Work performance was unmanaged but **could be** structured
- ❑ Tools and support are available...but difficult to access
- ❑ Two environments – new projects and service
- ❑ Branch locations – varied audience sizes and experience
- ❑ New hires with technical but no or limited industry background

### What is important to the business?

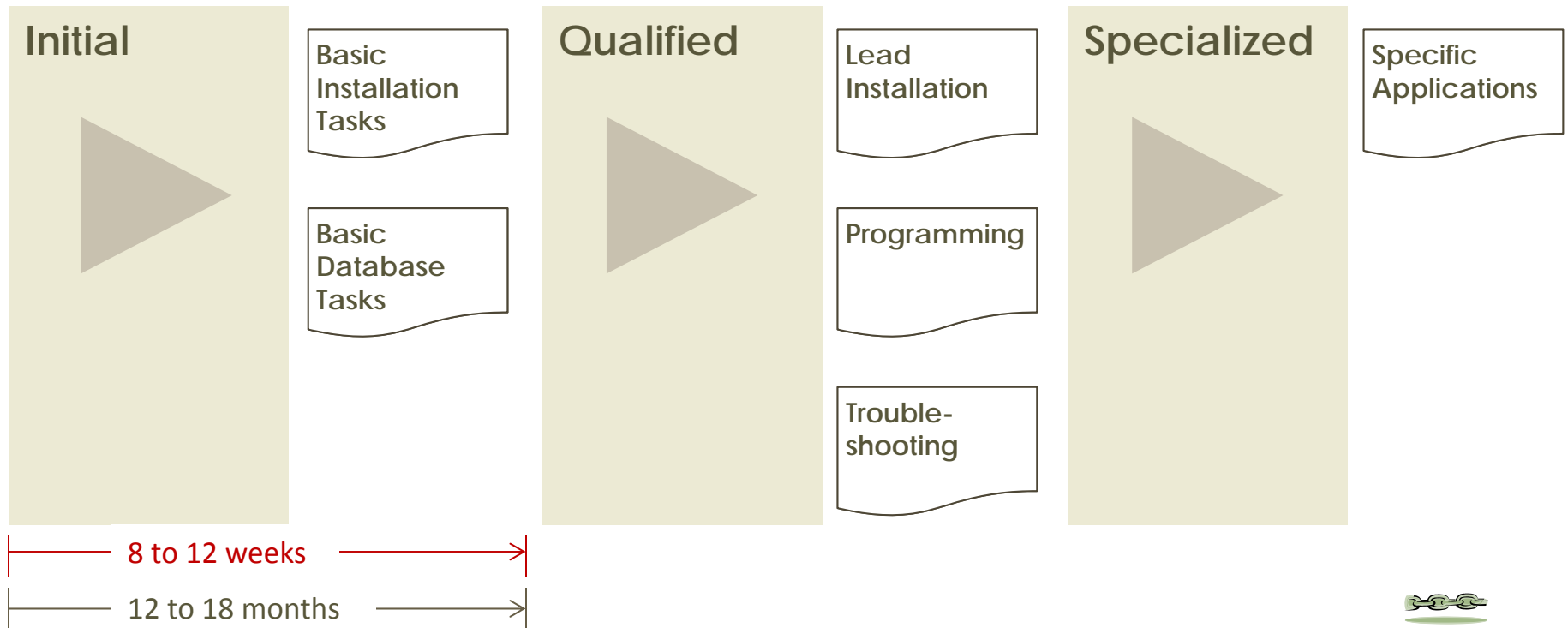




# Example

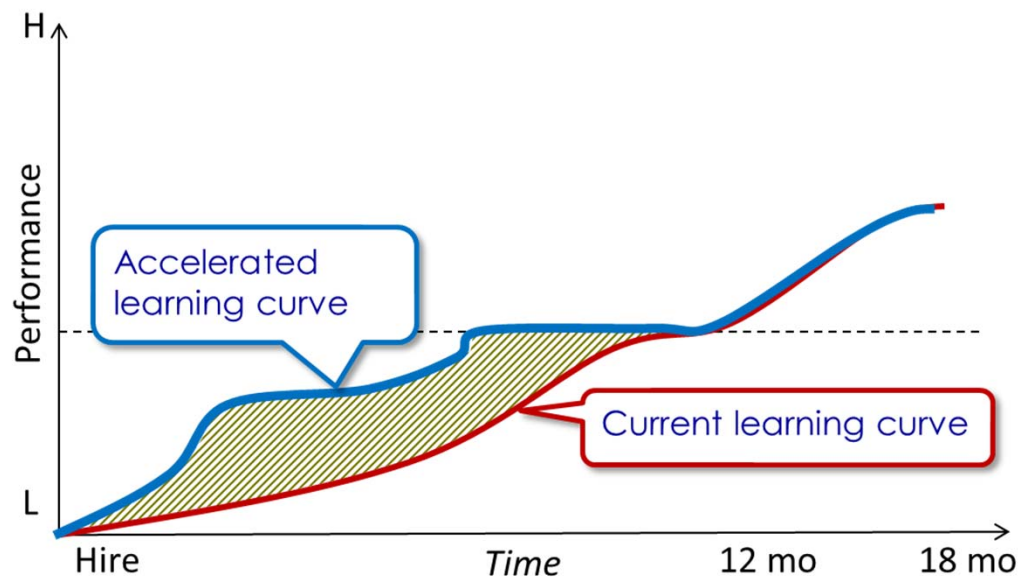
## Control Systems Technicians

Reduced training cycle time, increased utilization, won a corporate award for the project



# Summary

- ▶ Improve productivity, utilization, and even reduce turnover by creating an accelerated development path
- ▶ Leverage the energy of new hires to free-up experienced performers for higher-value activity
- ▶ Increase flexibility for labor assignments
- ▶ Improve consistency and standardization of work performance



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# Q & A



# References and Resources

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# Speaker Background

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Pete Hybert

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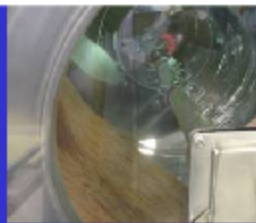
- ▶ Worked in the human performance improvement industry since 1984; external consultant since 1989
- ▶ Clients have included: Ameritech, AT&T, Chrysler Financial, Eli Lilly and Company, Exxon-Mobil, Fireman's Fund Insurance, General Motors, Hewitt, Huron Consulting Group, Siemens, SPX, Whirlpool, and others.
- ▶ Authored the chapter "Testing Strategies: Verifying Capability to Perform" in the "Handbook of Improving Workplace Performance (Volume 3: Measurement and Evaluation)
- ▶ Authored more than thirty articles on a variety of HPT-related topics along with the "Building Capability" e-newsletter and the PRH Consulting Blog
- ▶ Presented multiple times at ISPI, CISPI (Chicago Chapter of ISPI), ASQ, and ASTD
- ▶ Served as a volunteer with ISPI and CISPI (ISPI Chicago Chapter President, ISPI Awards Committee Chair, ISPI Nominations Committee Chair, ISD Conference Track Chair)
- ▶ CPT since 2003, ISPI Lifetime Member since 2007

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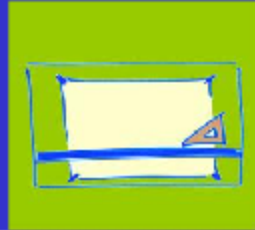
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