Session M318

Best Practices in Achieving Performance Results: A Case Study

Monday, June 4, 2007 – 4:00 to 5:30

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Objectives

- Use best practices to customize the design of an HPI process, identify consulting roles and select team members required to produce business results.
- Develop an internal performance network to identify and share models, tools and capabilities for optimal project success.
- Apply lessons learned from the Sandia case study to achieve business results for your clients.

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Agenda

- Why human performance improvement (HPI)?
- Best practices in integrating HPI
- Building an internal performance network
- Client engagement: the critical issue – Sandia case study
- Questions and Summary

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- Managing Director, Workplace Performance LLC
- HR Executive and SVP of Performance Improvement in financial services
- Training Director in Federal Government
- Led internal performance consulting transition
- University Professor
- ASTD International HPI Certificate Program facilitator
- Authored articles and the book: <u>Building a New Performance Vision</u>, ASTD Press
- ASTD Global Board of Directors

Kathleen Schulz

- Performance Improvement Consultant, Sandia National Laboratories
- Technical sales, marketing, management and internal consulting with:
  - Hewlett-Packard
  - Rockwell International
  - Midwest Institute
- American Chemical Society presenter and volunteer
- Sandia President's Quality Award

Why HPI?

Doesn't Six Sigma, OD, ISD, HR, Systems Re-engineering, etc. already have the answer?

What is HPI?

The process used to systematically partner with clients for purposes of identifying performance problems and gaps, analyzing root causes, selecting, designing, and implementing solutions in the workplace, evaluating and continuously improving results.

LaBonte, T. (2001). Building a New Performance Vision, ASTD Press

Best practices in integrating HPI

1. Design a customized HPI process

2. Develop the capability to deliver value

3. Engage the client

1. Design a common, customized process

- No one department has the staff, competencies, and other resources needed to implement HPI and get results.

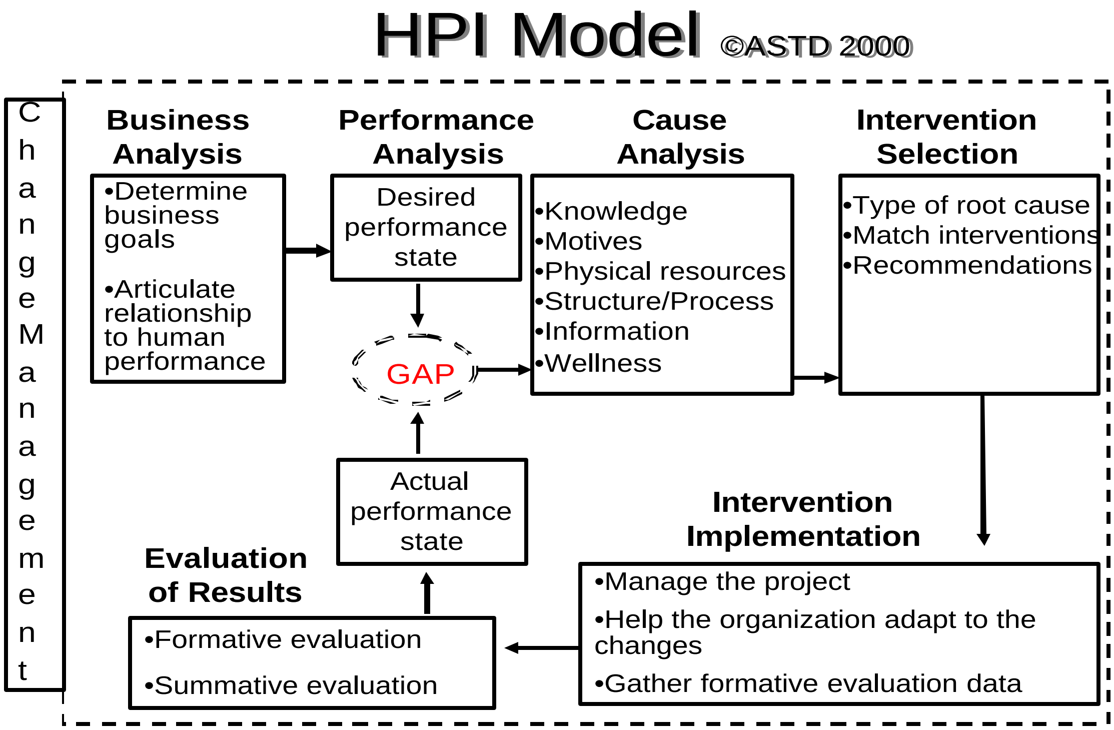
- We need performance partners in HR/OD, Six Sigma, Training, Financial Analysis, Marketing, etc. to contribute models, tools and project team members for success.

- One process, an integrated set of tools, and common terms are pre-requisites for HPI project results.

- A common process facilitates selecting, organizing and integrating team members, roles, and resources for producing complete performance solutions.

Design a common, customized process (continued)

NOTES



Process customization tips

- Customization is not a single event but a long term approach.
- Integrate process model phases and tool menus from internal performance partners.
- Use the language of the business – make the process client friendly.
- Be sure the process model aligns with and directly supports the culture and values of the organization.
- Capture recommendations for improving the process model in project after-action reviews.

2. Develop the capability to deliver value

- **Build a performance network**
- **Put together the right team with the right stuff**

Build a Performance Network

- Many HR and Training departments do not have the technical business competencies, experience and credibility to produce complete solutions and business results.

- Performance partners are functions and practitioners with a performance improvement mission, tools, and staff required to design, develop and implement complete solutions.

Step 1: Identify your performance partners and their contribution to HPI.

DISCUSSION: Performance partners and their contributions to HPI	
Function	**Potential Contributions to Performance Improvement (sample)**
Audit	*Problem identification, data and reports*
Financial analysis	*Financial data base, reports, performance scorecard and evaluation expertise*
Human Resources	*HRIS data, reports and benchmarking data*
Knowledge management	*Best practices data base, reports*
Marketing	*Data collection tool design, data analysis tools, statistical analysis, reports*
Six sigma	*Data collection and analysis tools, metrics, process root causes and solutions*
Systems re-engineering	*Project methodology, technology assessment and solutions*
Training – HRD	*Alternative delivery methods, skill-building curricula, process facilitation*

Develop the capability to deliver value (continued) NOTES

Step 2: On-board Meeting

- Manager and/or internal consultant calls the question, or
- The client (as champion) requests all parties come to a project meeting
- Explain WIIFM, benefit and/or value of collaboration

Step 3: Organize

- Prepare and get agreement on a charter and rules of engagement
- Form a steering committee
- Finalize the plan, establish subcommittees and expected outcomes

Sub-committees	**Expected Outcomes (sample list)**
Communication	▪ Plan ▪ Meetings schedule ▪ Status reports – project news and success
Best practices	▪ Website ▪ List of best practices, process model and tools ▪ HPI project data and findings
Process	▪ Process models integration ▪ Tools identification and selection ▪ Tools menu mapped to each process model phase
Community of Practice	▪ HPI roles, competencies and qualifications ▪ Development: shared education, workshops, mentoring, external programs ▪ Lessons learned

Step 4: Execute

- Coordination, communication and ownership
- HPI project application
- Share best practices – models, tools and lessons learned

Develop the capability to deliver value (continued)

NOTES

Put together the right team with the right stuff

The right team - clarify performance consulting job and roles

- **Analyst** – designs data collection instruments and gathers, sorts, analyzes, reports and interprets data to identify goals, gaps, root causes and potential solutions.
- **Evaluator -** designs data collection instruments and gathers, sorts, analyzes, reports and interprets data to determine the usability and potential effectiveness of solutions and the impact of solutions on the gaps.
- **Team or project lead** – provides project leadership in setting goals, establishing accountability, coaching and communication; and provides management for planning, scheduling and resource estimation and usage.
- **Business partner -** meets, communicates, adds value and builds a professional relationship with a client focused on client goals and success.

The right stuff – selection qualifications as an internal consultant

- We need professionals who have a track record of results and who can execute on corporate-wide projects and help us achieve the mission.
- Producers with a line mindset who have been tested in the line.
- Proven partner with executives, line managers and staff.
- Flexible in wearing a number of hats, performance improvement roles.
- Specify core and role specific competencies
- Expect competency development through the Performance Network and by:
    - On-the-job assignments, learning by doing
    - Coaching and mentoring, internal workshops
    - ASTD HPI Certificate Program and ASTD Chapter programs

3. Engage the client: Sandia National Laboratories Case Study NOTES

Sandia History and Mission

- Current situation
- Business and client needs
- Performance Excellence Team mission
- Situation with clients and lack of engagement

Client behaviors that demonstrate a lack of engagement - clients do not:

- Meet – they communicate requests via e-mail
- Ask questions to seek to understand the problem or issue
- Ask for opinion, ideas and recommendations
- Make decisions factoring in internal consultant's recommendations
- Commit resources: money, staff, time to the recommendation
- Clarify responsibilities: its all the internal consultant's responsibility
- Set deadlines and take ownership of the project
- Stay the course

Potential causes for the lack of engagement

Client's often engage or do not engage based on rational perceptions of value or the lack thereof.

- Client's time and expense in dealing with you or the issue is not worth the perceived value
- There are other priorities, competing demands
- The project is selected without client involvement
- Lack of client education or knowledge about HR/HRD value

Engage the client (continued) NOTES

The client engages or does not engage with us based on emotion.

- Fear of …….
- Clients are risk adverse
- Clients often base requests for support and make decisions based on observed symptoms or behaviors
- Clients jump to solutions due to business pressures and our response

What is the Opportunity? We need to engage the client with a:

- New mindset: result focused, business partner
- New approach: based on unique value, outcomes produced against client pain
- New value: direct impact on client pain and impact on client success

Engagement Steps	Description
1	Partner with the right client
2	Identify the client's pain or passion
3	Link outcomes of value to the client's pain
4	Get client agreement on….

Client engagement is the approach that starts the long-term process of partnering.

Engagement Step 1: Partner with the Right Client

Partner with the Right Client

- One of the earliest barriers to engagement is <u>not</u> working with the right client.
- The right client is a:
    - Decision-maker
    - Accountable for the problem/gaps
    - Controls resources including staff access
    - Owns workplace processes
- How many of our clients or sponsors fit this definition?
- Our long term goal is to consistently work with the right client.
  In the meantime, we must **partner** effectively with the one we are with.

Partnering is a long-term, professional relationship of mutual support between consultant and client focused on improving business results.

LaBonte, T. (2001) Building a New Performance Vision, ASTD Press.

Partnering Techniques: What must we do to be effective partners?

Be <u>results and relationship focused</u>, not event focused

- Be proactive – seek out and partner with right clients.
- Know the organization’s strategies and goals.
- Learn and talk the business.
- Be results driven and sell a results-based approach.
- Align your deliverables/outcomes with client goals.
- Serve as a “broker” for your client.
- Add value at <u>**every**</u> client meeting.

Partner with the Right Client (continued) NOTES

Add value at every client interaction

- Prepare for each interaction so that you can target outcomes of value during:
  - Telephone calls and Emails
  - Face-to-face meetings
- Be prepared at all times to sell the unique value you can deliver to your client.

DISCUSSION - REFLECTION:

What is the unique value you can deliver to your clients?

Engagement Step 2: Identify the client's pain or passion

- Identify new and existing client needs ("the real problem, and measurable gaps") versus symptoms (behaviors).
- Clients often will not engage unless we focus on:
  - a business priority where there is measurable pain, or
  - client passion for a new business opportunity, and
  - the value we can deliver in outcomes and business results.

Engagement Step 3: Link outcomes of value to the client's pain

We identify and link the outcomes we can produce to the client's pain/gaps.

- Outcomes are tangible products, services and results of value to our clients.
    - Expense savings
    - Goal attainment
    - Plans
    - Data, lists and reports
- We focus the client on what we *produce*, <u>not</u> what we *do*.

DISCUSSION – REFLECTION:

What outcomes of value do you consistently deliver that produce results for your clients?   How would one of your clients answer this question?

Benefit Statement

- The way we explain and sell outcomes of value is through a benefit statement.
- One sentence that explains in business terms:
    - the outcome linked to the client's specific problem, "pain" and/or gaps; and
    - the value or impact for the client.

Link outcomes of value to the client's needs or goals (continued)

Benefit Statement Example

Client pain:
On-time delivery of project status reports

Outcome of value:
Data on barriers to on-time delivery

Benefits Statement:
"We use project status tracking methods, report templates and data on barriers and solutions to deliver timely information."

Engagement Step 4: Get client agreement on …

- A business justification on potential actions, risks and benefits of next steps
- The outcomes of value you can produce in support of the client's pain or passion.
- The need for an initial client meeting.
- Data to determine the causes of the real problem, gaps and potential solutions.
- A contract or work agreement.

Take action immediately – show service value pending business results

- Be proactive and Aggressively follow-up and communicate
- Execute on your <u>service quality standards</u>
- Deliver on the promise - exceed expectations

Client Engagement: The Big Ten Lessons Learned

1. Engage and partner with clients as high in the organization as possible.
2. Clients will engage if we focus on their critical gaps and areas of business pain.
3. Partnering is about sharing value and having a stake in the success of the business – it is results driven.
4. We must clearly know the outcomes we can produce and how they may impact the client's pain.
5. We sell outcomes of value, not the tasks, activities or events we do.
6. No matter what we try or produce, some clients will not partner and will continue to treat us as reactive order takers.
7. We target potential clients who are willing to take risks and take a performance approach to improving their business results.
8. Management support in our HR – HRD chain of command is important for opening doors and providing resources.
9. We add value at every meeting or client interaction without fail.
10. Our mindset must change to being entrepreneurial, bottom-line focused business professionals who demonstrate excellent service and produce strong value.

The Journey Continues – Next Steps

Questions

THANK YOU FOR ATTENDING THIS SESSION

Please feel free to contact us with questions and comments.

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Application Job Aid

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Step 2: On-board Meeting
Step 3: Organize
Step 4: Execute

Put together the right team with the right stuff

Clarify your performance consulting job and roles

- Analyst
- Evaluator
- Team or project lead
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Identify core and role specific competencies

- Develop competencies through the Performance Network and through:
- On-the-job assignments, learning by doing
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3. Client engagement: the critical issue – Sandia case study

Engagement Step 1: Partner with the right client
Engagement Step 2: Identify the client's pain or passion
Engagement Step 3: Link our outcomes to the client's pain
Engagement Step 4: Get client agreement on…