The Performance Thinking® Practitioner Program

Accelerate Business Results Through Your People

The *Performance Thinking® Practitioner Program* teaches an approach to performance improvement that is simple enough for anyone in the organization to understand and communicate, yet sufficiently powerful and flexible to address *any* kind of project or initiative that entails development, improvement, or sustainment of human performance.

Organizations that adopt the *Performance Thinking® Practitioner Program* include:

▸ **Training and Development departments** seeking to expand their mission to include Performance Consulting, by adopting a practical, easy-to-understand approach.

▸ **Specialist teams such as Quality, Process Improvement, Organizational Development, Sales Operations or Strategy Management** who need to change and sustain human performance as part of organizational development, process implementation, or strategy execution.

▸ **Human Resources and Training professionals** for whom training has been less successful than desired in accelerating performance and addressing performance gaps, and who want to achieve greater return on program investments.

These professionals, and any others who serve in staff functions intended to accelerate business results through people, can multiply their impact on performance by applying Performance Thinking models, tools and logic.

> *"Being able to quickly organize a conversation around intended business results, then linking them to work outputs and the behaviors needed to drive them is simplifying my life tremendously. I just left a meeting where everyone sat in stunned silence at the elegance of the linkage of the ideas on the white board! You mentioned that this is hard work. It is, indeed. It's also great fun! Thanks again. I'm learning a great deal. And finding… that whatever we cover in class, I can apply the same day."*
>
> A program participant

Applications of Performance Thinking

Performance Thinking Practitioners can apply what they learn to a broad range of projects and opportunities, including:

- Making training "stick" on the job
- Developing and supporting individual roles and job titles
- Improving and sustaining business processes
- Implementing new systems, programs and strategies – managing change
- Integrating organizational values with operational performance – strengthening culture
- Continuously improving performance of teams and departments
- Improving performance in "big" multi-site projects
- Providing informal advice about performance in day-to-day situations

What's Different: An Alternative to Complex Methodologies

Complicated performance improvement methodologies with technical jargon often get in the way of communicating and partnering with business stakeholders. The *Performance Thinking Practitioner Program* teaches simple models and plain language that support easy communication and effective partnering with stakeholders at all levels and in all functions in organizations. Performance Thinking enables performance professionals and their clients to "think together" to solve problems and develop effective performance solutions.

This approach is founded on decades of research from behavior science and performance engineering, yet is designed for rapid comprehension and straightforward communication with non-experts.

Compared to other HPT and HPI approaches and methodologies, our focus is on *simplicity and clarity of concepts* to foster rapid learning and communication. Over 30 years of refinement in our models, language, tools, and project coaching methods enable us to bring new performance consultants up to speed, give experienced performance professionals a more elegant and flexible way of working with clients, and provide a framework for engaging clients and stakeholders in collaborative partnerships. It truly provides a shared way of *thinking* about performance.

Building Organizational Capacity

With a team of participants from the same organization, this program builds organizational capacity by establishing shared mental models and a vocabulary that team members use to learn, communicate, and partner with each other and clients.

This shared foundation in what we call *Performance Thinking* is one of the unique and compelling advantages of this program. It enables people to *think* and *communicate* in actionable, research-based ways about human performance with anyone and everyone in their organization, not just apply a technical methodology. **Organizations that adopt this approach lay a foundation for continuous performance improvement across the enterprise, enabling staff professionals to become agents of change and sustainment.**

Performance Thinking® Practitioner Program Details

Modular Program Design

The Practitioner Program is divided into separate modules that can be delivered in an all-virtual form with homework and practice in between, or blended with the first day in-person followed by virtual sessions.

▸ Overview of Performance Thinking
▸ Starting with Business Results
▸ Identifying Valuable Work Outputs
▸ Describing Behavior and Best Practices
▸ Selecting Measures & Designing a Measurement Plan
▸ Analyzing and Planning Behavior Influences
▸ Application to Processes, Implementation, & Culture
▸ Performance Thinking Philosophy and Implications
▸ Communicating with Stakeholders and Performers
▸ Planning & Documenting Your First Project

Materials & Tools

Each participant receives a package that includes:

✓ A spiral bound program book (273 pages)

✓ Laminated job aids

✓ Wallet card "memory jogger" with key models

✓ MS Word, Excel, and PPT electronic tools and resources

✓ Supplementary materials, videos, and white papers

Instruction Plus Coaching on Projects

We practice what we preach, not relying on training alone. Unlike programs that simply provide workshops or online instruction, we incorporate small group coaching sessions that enable participants to select, plan and conduct a first application project in their work setting. If carefully selected, the value of the project is far greater than the program cost.

A *Certified Performance Thinking® Program Coach* helps participants make the transition from initial learning to practical application, guiding them to frame project plans and complete steps from analysis through design and implementation planning. We schedule 5 follow-up coaching sessions in which participants (typically 3-5 per group) share work products and receive guidance and feedback over the course of several months to complete key stages in their projects and avoid or correct typical beginners' mistakes. We coach participants until their project deliverables meet defined standards of excellence.

Follow-up coaching on projects distinguishes this program from other available performance consulting programs, ensuring that individuals who participate will gain *practical* skills and *guided experience on projects* for successful completion.

What Participants Produce

Participants in this program use simple MS Word, PowerPoint, and Excel tools to create:

• clear descriptions of existing and desired performance
• thorough analyses of conditions that support or obstruct performance
• recommendations for performance interventions, programs, and initiatives
• measurement plans for monitoring and evaluating impact, and
• plans for implementing solutions.

Program Delivery Options

The program can be delivered in various formats to meet your needs:

Blended workshop: 24 hours of instruction divided into a first day face-to-face, then 8 additional 2-hour Zoom sessions 2x per week with homework and practice in between, followed by 5 small group coaching Zoom sessions.

Virtual modular workshop: Modular workshop delivered in twelve 2-hour Zoom sessions, followed by 5 small group coaching sessions. This makes groups located across time zones and continents more possible.

Additional coaching and consulting: Depending on your needs, we can provide additional consulting services to accelerate analysis and development phases in urgent projects or to continue team development after completion of the basic program.

Certification of Internal Program Facilitators and Coaches: For organizations that need to develop larger numbers of performance consultants, we can certify internal facilitators and/or coaches over several iterations of the program that we co-facilitate with your people, providing individualized training and feedback for certification candidates. Certification allows you to deliver the program to subsequent participants through licensing at 60% or more reduction in program list price, a savings that rapidly pays for the cost of certification as you develop 2 or more additional groups of performance consultants.

Completing a Performance Thinking® Project

The Performance Thinking Network recognizes program participants who complete their first projects using Performance Thinking® concepts, models, and templates in accordance with guidelines, as *Performance Thinking® Practitioners*. While not a necessary outcome of participation in the program, we urge all of our participants to demonstrate their capability and learn hands-on by working through an important project, and documenting it, with coaching support.

SixBoxes
performance thinking

The Performance Thinking Network
Bainbridge Island WA   USA
206.780.8578
info@sixboxes.com

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