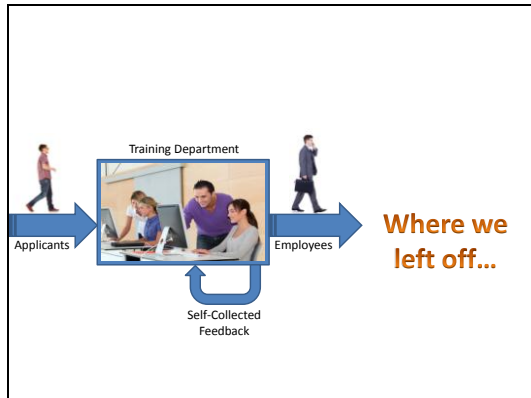


Slide 1

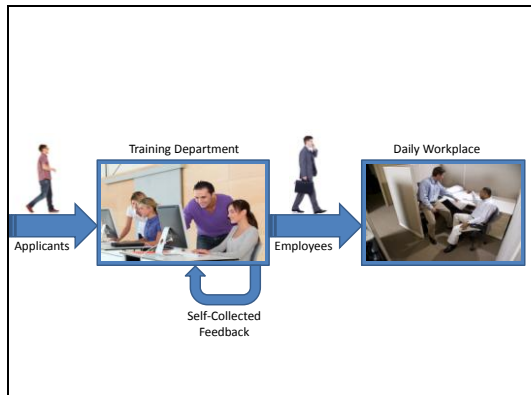


Slide 2



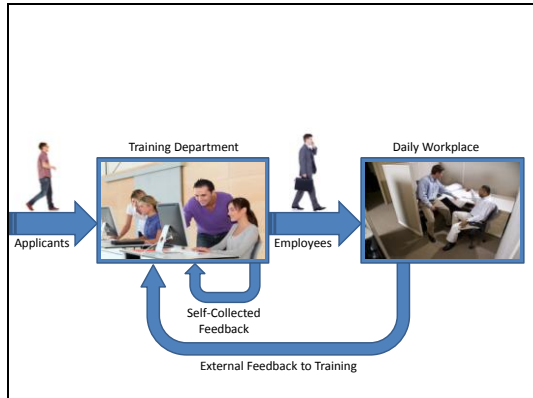
- Training is not enough, no matter how good it may be

Slide 3

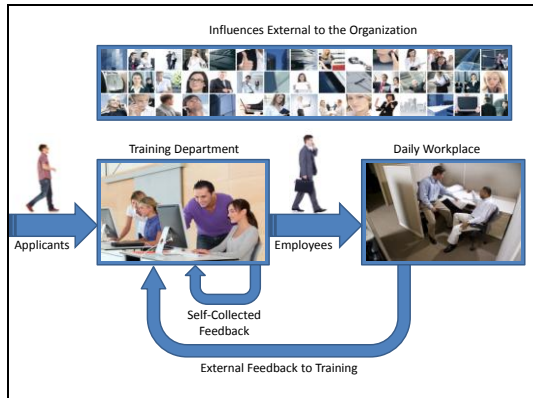


- Need to ensure transfer-of-training from the training environment to the work environment

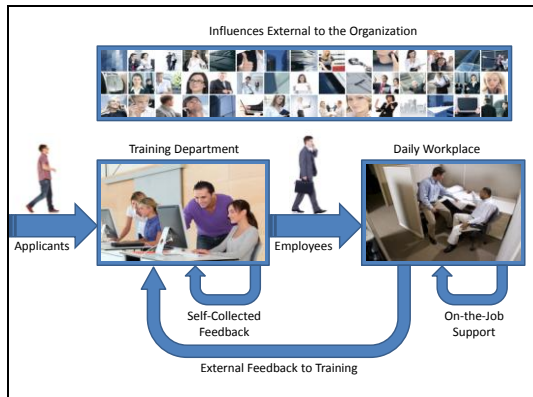
Slide 4



Slide 5



Slide 6



- Linkages to the workplace must support transfer of training

Slide 7

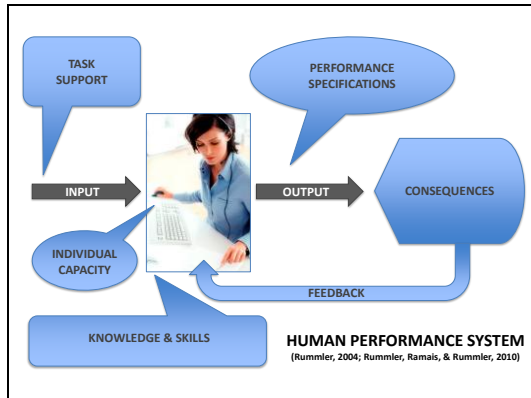
Failed Training Systems



- Unclear goal/mission
- Irrelevant & missing training content
- Wasted practice time
- Artificial training outcomes
- Little or no feedback during training
- Little or no workplace support
- Infrequent feedback provided to trainers

- Reasons why training might fail

Slide 8



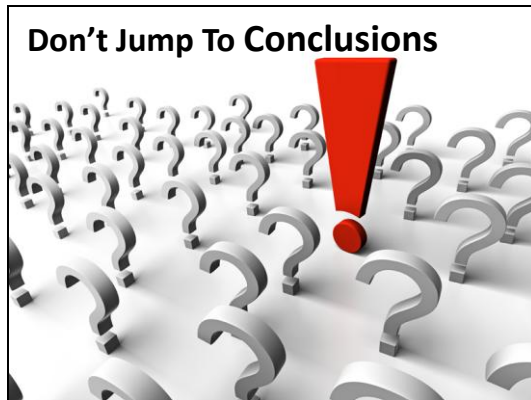
- Understanding the person in context

Slide 9

“Why Are They Doing That?”

- How do we address undesired behaviors?

Slide 10



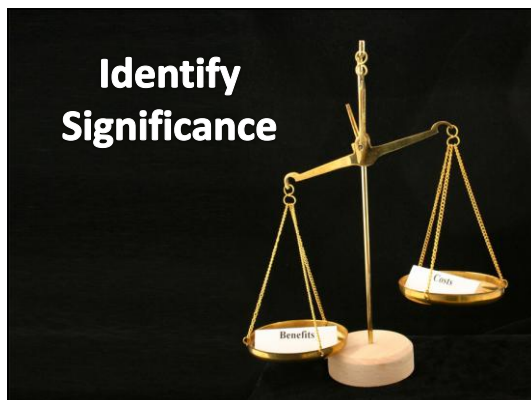
- Each comment / hypothesis might lead to a different conclusion or suggest a different solution
- Need to understand the problem first –trial& error approach can lead to wasted time, money, and resources

Slide 11



- **Sources of Discrepancies**
- Personal Interactions
- Working Against Policy
- Counterproductive/Unethical Work Behaviors

Slide 12



- **Is it worth pursuing?**
- Need to determine whether the issue is worthwhile...weigh the costs vs. benefits
- Identify all of the consequences (outcomes) of the discrepancy
- Calculate the cost of each outcome
- Total the costs

Slide 13



- Are there obvious “fast-fix” solutions that can make the performance discrepancy smaller or even go away?

Slide 14



- Are the consequences for the desired performance punishing?

Slide 15



- Are the consequences for the undesired performance rewarding?

Slide 16

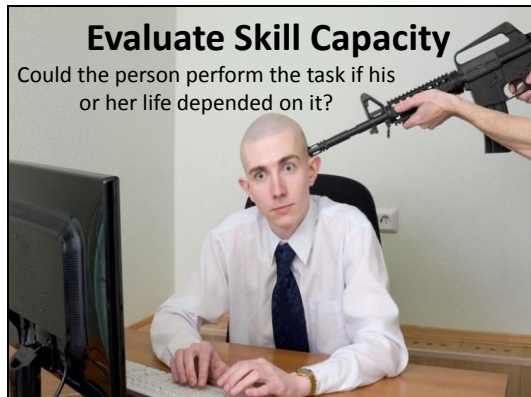


- **Are there any consequences at all?**
- Determine whether any consequences exist that impinge on the performer; if not, arrange one or more that do...Make it matter!

Slide 17

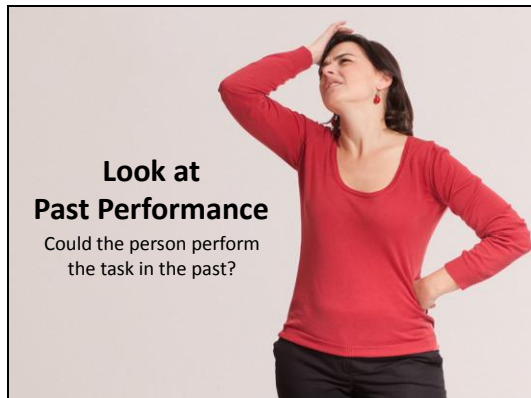


Slide 18



- **Is it a skill deficiency?**

Slide 19



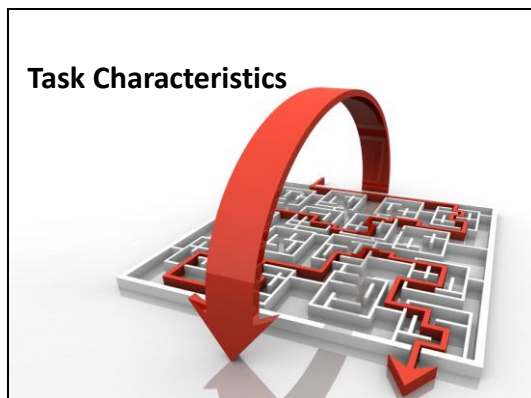
- **Could they do it in the past?**

Slide 20



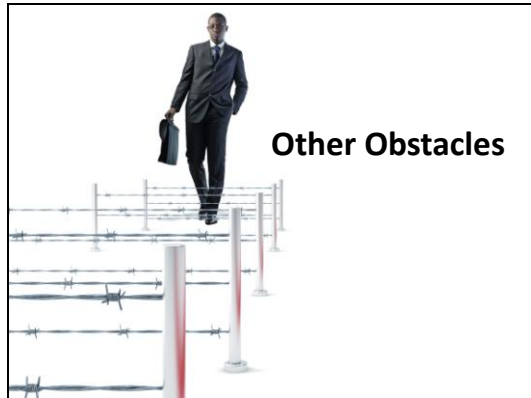
- **Is the skill used often?**
- How often is the skill or performance used?
- Is there regular feedback on performance?
- How does the person find out how well he or she is doing?

Slide 21



- **Can the task be simplified?**
- Reduce the standards?
- Performance aid?
- Redesign of the workplace?
- Parcel off part of this job?

Slide 22



- **Any obstacles remaining?**

Slide 23



- **Do they have what it takes?**
- Could the person learn the job?
- Are they trainable?
- Is this person right for the job?

Slide 24



- Have all the potential solutions been identified?
- What is the cost of each potential solution?

Slide 25



- Feedback to let them know if they are on the mark.
- How often?

Slide 26



- If feedback is done right and rewarding, they should seek it.

Slide 27



- Goals: Give them something to work towards

Slide 28



- Incentives: Make the effort worth it for them.
- Types of incentives
- Percentage of pay

Slide 29



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