Please silence your mobile device
But feel free to **TWEET** the good stuff

#FocusOnLearn
Mindset Digital
@mindsetdigital
The Secret To Better Results Is **Less Training**
HOW WILL YOU PARTICIPATE?
How will you participate?

- Respond at PollEv.com/miketaylor
- Text a CODE to 37607
- Tweet @poll with a CODE

Total Results: 18

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<th>Method</th>
<th>Count</th>
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<td>Text</td>
<td>28033</td>
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<td>Twitter</td>
<td>28227</td>
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Today's world

WORK

RESOURCES
MOST OF OUR PROJECTS ARE RUSHED?
Most of our projects are rushed

Poll is full and no longer accepting responses

True: 53378
False: 53565
Most Projects Are Rushed

I want to work here!
BE MORE EFFICIENT

COST  TIME  RESULTS
efficient

Achieving maximum results with minimum wasted effort or expense
TRAINING

EXPENSIVE
TRAINING

EXPENSIVE

Development Time

Lost Time & Productivity

Delivery & Management
...between 80 and 90 percent of the investment in learning is lost as people do not apply what they have learned to the job.
...transfer rates from training as a single solution range from 10 to 30 percent, with most on the low end.
efficient

Achieving maximum results with minimum wasted effort or expense
TRAINING

EXPENSIVE

NOT APPLIED

INEFFICIENT
We desperately need some training created on speed limits!

Why?
Our drivers are ignoring speed limit signs.

Do you know that dentists recommend we floss our teeth after every meal?

Umm...yes?!?
Do you?

No?!?
Would you like some training on how to do it?

No, everybody knows how to floss!
Performance Factors
Performance Factors
Performance Factors
ENVIRONMENT

Expectation & Feedback

Performance Factors

INDIVIDUAL

Adapted from Carl Binder's Six Boxes model
Performance Factors

Environment

- Expectation & Feedback
- Tools & Resources

Individual

Adapted from Carl Binder's Six Boxes model
ENVIRONMENT

Expectation & Feedback

Tools & Resources

Consequences & Incentives

Performance Factors

INDIVIDUAL

Adapted from Carl Binder's Six Boxes model
Performance Factors

Environment
- Expectation & Feedback
- Tools & Resources
- Consequences & Incentives
- Process & Work Env

Individual

Adapted from Carl Binder's Six Boxes model
Performance Factors

Environment:
- Expectation & Feedback
- Tools & Resources
- Consequences & Incentives
- Process & Work Env

Individual:
- Skills & Knowledge
- Selection & Assignment

Adapted from Carl Binder's Six Boxes model
Performance Factors

ENVIRONMENT
- Expectation & Feedback
- Tools & Resources
- Consequences & Incentives
- Process & Work Env

INDIVIDUAL
- Skills & Knowledge
- Selection & Assignment
- Motives & Preferences
- Life

Adapted from Carl Binder's Six Boxes model
Environment

- Expectation & Feedback
- Tools & Resources
- Consequences & Incentives
- Process & Work Env.

Performance Factors

- Skills & Knowledge
- Selection & Assignment
- Motives & Preferences
- Life

Individual
Single solutions are less likely to change performance.
There's an app for that!

Using Gilbert's Behavior Engineering Model*

With your organization in mind, answer each of the six questions by selecting 'yes' or 'no'.

Begin Assessment

* Based on Dr. Thomas F. Gilbert's Behavior Engineering Model, 1978.

Programmed by Innovative Learning Group, Inc. © 2011-2016

bit.ly/bem-app
PERFORMANCE

TRAINING
PERFORMANCE

Performance Support

TRAINING
PERFORMANCE

Performance Support

Communication & Collaboration [SOCIAL/WOL]

TRAINING
PERFORMANCE

Lower Tech
Faster & Cheaper
[Least effective dose]

Performance Support

Communication & Collaboration
[SOCIAL/WOL]

TRAINING
“Time we don’t spend creating unnecessary training...we can invest on designing...higher quality activities.”

Cathy Moore
@catmoore
BEWARE OF...
Beware of...

The McDonald's Trap
Beware of...

The McDonald's Trap
“WE NEED A COURSE ON...”
“YES, MANAGEMENT WANTS THAT TRAINING COURSE RIGHT NOW. BUT NO, THAT ISN'T AN ExcUSE TO DELIVER LOUSY TRAINING.”

RON ZEMKE
WANT SOME FRIES WITH THAT?
“THAT COURSE YOU BUILT WASN’T ANY GOOD AND IT DIDN’T SOLVE ANYTHING!!!

YOUR STAKEHOLDERS
Requests for predetermined solution?
Over Half of Requests With Pre-Determined Solution

90%
How do you handle the ‘McDonalds’ conversation?
REFRAMING
Transition the Conversation

focus on the solution
Transition the Conversation

focus on the solution

business and performance results
NOT about solving the problem
NOT about solving the problem
Working with client to determine what the problem is
REFRAMING
OK to say NO?
REFRAMING

1. A lesson from improv
BUT
NEGATIVE, DIALOGUE ENDING
VS
AND
POSITIVE, COLLABORATIVE
Say "Yes, And!"

2 Little Words That Will Transform Your Career, Organization, and Life!

By Avish Parashar
REFRAMING

1. A lesson from improv
2. Ask the ‘right’ questions the right way
“We influence more by what we ask than by what we tell”

Jim & Dana Robinson
GOOD QUESTIONS

Open Ended
GOOD QUESTIONS

Open Ended

Focused on specific aspect of BUSINESS or PERFORMANCE
GOOD QUESTIONS

Open Ended

Focused on specific aspect of BUSINESS or PERFORMANCE
GOOD QUESTIONS

Open Ended
Focused on specific aspect of BUSINESS or PERFORMANCE

Bias-free from CAUSE OR SOLUTIONS
Good?
Good?

Are the sales reps identifying the customer’s needs in sales calls?
Better?
Better?
Better?

What do sales reps need to do more, better or differently in sales calls?
REFRAMING

1. A lesson from improv
2. Ask the ‘right’ questions the right way
3. Use questions to create AHA! moments
Analyzing Performance Problems

Robert F. Mager
Peter Pipe

COMPLETELY REVISED THIRD EDITION

Analyzing Performance Problems | Mager & Pipe
Analyzing Performance Problems | Mager & Pipe
Performance Analysis Flow Diagram

1. Whose Performance is Concerning You
   - Describe Discrepancy

2. What's the Problem?
   - Worth Pursuing?
     - NO: Done
     - YES: Expectations Clear?
       - NO: Clarify Expectations
       - YES: Resources Adequate?
         - NO: Provide Resources
         - YES: Performance Quality Visible?
           - NO: Provide Feedback
           - YES: Problem Sufficiently Solved?
             - NO: Done
             - YES: Done
WHAT’S THE PROBLEM?
WHAT'S THE PROBLEM?

IS IT WORTH SOLVING?
WHAT'S THE PROBLEM?

IS IT WORTH SOLVING?

CAN WE DO A QUICK FIX?
WHAT'S THE PROBLEM?

IS IT WORTH SOLVING?

CAN WE DO A QUICK FIX?

ARE CONSEQUENCES APPROPRIATE?
WHAT'S THE PROBLEM?

IS IT WORTH SOLVING?

CAN WE DO A QUICK FIX?

ARE CONSEQUENCES APPROPRIATE?

DO THEY ALREADY KNOW HOW?
WHAT'S THE PROBLEM?
IS IT WORTH SOLVING?
CAN WE DO A QUICK FIX?
ARE CONSEQUENCES APPROPRIATE?
DO THEY ALREADY KNOW HOW?
IS THERE MORE TO IT?
SHOULD

Questions

Validate & enhance client opinion
Validate & enhance client opinion
SHOULD
Questions

Validate & enhance client opinion

IS
Questions

Actual performance/results
SHOULD
Questions
Validate & enhance client opinion

IS
Questions
Actual performance/results

CAUSE
Questions
Root cause to identify factors impacting performance
ANALYSIS
Be careful what you call it... ...and do it quickly!
Covert Consulting: A Survival Competency for Today’s Training Organizations

by Gary Wise • Nov. 25, 2009 • 10 min read • original

What do you do when a client makes a request for training, and you are unsure that a comprehensive solution will actually be rendered via a training intervention? Certainly,
Given today's environment, I feel the need to consider new approaches
Given today's environment, I feel the need to consider new approaches for delivering training/performance improvement projects more efficiently.

Respond at PollEv.com/miketaylor  Text a CODE to 37607
A GOOD FORMULA
THINK BEYOND ‘TRAINING’
THINK BEYOND ‘TRAINING’

TRAINING ALONE IS RARELY ENOUGH
REFRAME CONVERSATION
REFRAME CONVERSATION

“YES AND...”
AHA MOMENTS VIA THE RIGHT QUESTIONS
Aligned with business goals
Aligned with business goals

Single aspect rarely enough

Holistic
Aligned with business goals

Holistic

Strategic Partner

Single aspect rarely enough
BE USEFUL IN A BIG WAY
You're only great if...

YOUR CUSTOMERS THINK SO!
THANK YOU!

MIKE-TAYLOR.ORG

@TMIKET