



Making Training Better: *The Role and Influence of HPT*

Marc J. Rosenberg, Ph.D., CPT

2011 USCG Human Performance Technology Workshop
Williamsburg VA, September 15, 2011



marc rosenberg
& ASSOCIATES

www.marccrosenberg.com

Copyright, 2011, by Marc J. Rosenberg and is provided for internal educational purposes only. It may not be altered, distributed externally, used in any commercial or marketing venture, or published in any medium, including the internet, without written permission from the copyright holder.

About your speaker



Dr. Marc J. Rosenberg is a leading management consultant, speaker and educator in the fields of training, organizational learning, e-learning, knowledge management and performance improvement.

He is the author of the best-selling book, *E-Learning: Strategies for Delivering Knowledge in the Digital Age* (McGraw-Hill) and *Beyond E-Learning: Approaches and Technologies to Enhance Organizational Knowledge, Learning and Performance* (Pfeiffer). His monthly column, "Marc My Words," appears in the eLearning Guild's *Learning Solutions* online magazine.



Marc is a past president of the International Society for Performance Improvement (ISPI), and holds a Ph.D. in instructional design, plus degrees in communications and marketing. He also holds the Certified Performance Technologist (CPT) designation from ISPI. Dr. Rosenberg has spoken at The White House, debated the future of e-learning at Oxford University, keynoted numerous professional and business conferences, authored more than 40 articles and book chapters in the field, and is a frequently quoted expert in major business and trade publications. He is an elected member of his local community's Board of Education.

More information about Marc is available at www.marccrosenberg.com.

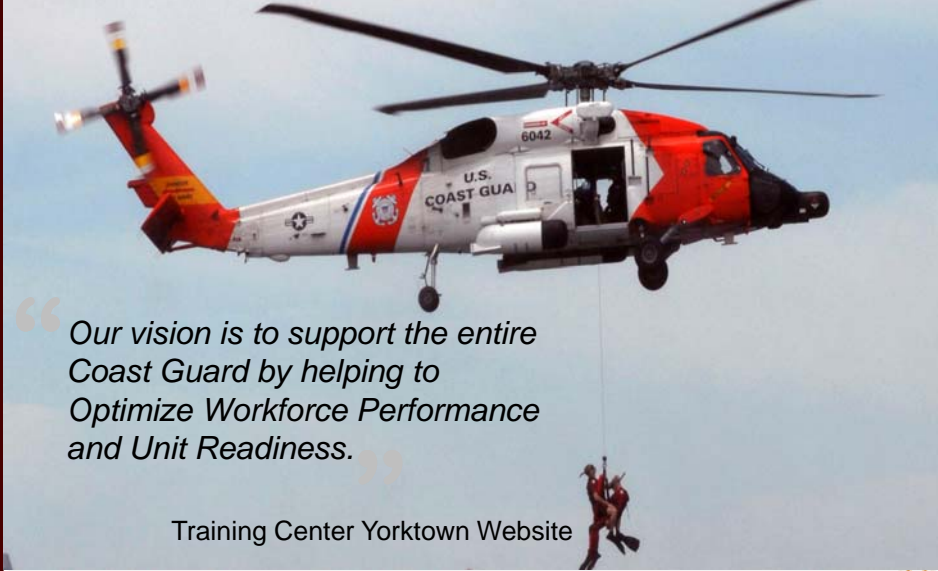
marc rosenberg
& ASSOCIATES

www.marccrosenberg.com

Making Training Better: The Role and Influence of HPT
©2011 by Marc J. Rosenberg; all rights reserved
Slide 2



Human performance: Central to your mission




“ Our vision is to support the entire Coast Guard by helping to Optimize Workforce Performance and Unit Readiness. ”

Training Center Yorktown Website

marc rosenberg
& ASSOCIATES
www.marccrosenberg.com

Making Training Better: The Role and Influence of HPT
©2011 by Marc J. Rosenberg, all rights reserved
Slide 3



High performing people need high performance learning

“ As competitive environments increase in speed, complexity and volatility, organizations and individuals are compelled toward a dynamic learning mindset... rapid, adaptive, collaborative and self-directed learning at the moment of need. ”



Clark and Gottfredson
CLO Magazine, December 2009



Human Performance Technology (HPT)

“A set of methods and processes for solving problems — or realizing opportunities related to the performance of people and organizations.”

How can we use HPT to improve the results of our training efforts?



marc rosenberg

& ASSOCIATES

www.marcrosenberg.com

Making Training Better: The Role and Influence of HPT
©2011 by Marc J. Rosenberg, all rights reserved
Slide 5



HPT influences our training decisions and actions – for the better by...



Differentiating training from learning from performance.

Reminding us to first begin with the end in mind.

Forcing us to look for reasons not to train.

Focusing our attention beyond the classroom.

Applying multiple solutions to improve performance.

Enabling us to truly measure the impact of what we do.

Lowering the cost of performance and enhancing the reputation of training.

marc rosenberg

& ASSOCIATES

www.marcrosenberg.com

Making Training Better: The Role and Influence of HPT
©2011 by Marc J. Rosenberg, all rights reserved
Slide 6



Training vs. learning



"Learning is a much more complicated phenomenon than can ever be limited to a classroom. In organizational learning efforts, the confusion of learning and training is fatal."

Peter Senge



- Most learning takes place on the job
- Most learning is informal
- We learn in different ways
 - Instruction
 - Reading and listening
 - Doing and observing
 - Trial, error, adjust and adapt
 - Guided and unguided
- We learn from different sources
 - Courses and instructors
 - Experts
 - Web sites
 - Documents
 - Colleagues
 - Experience



Learning vs. performance



- Learned how to care for children in during a rescue.
- Understands how children should be cared for during a rescue.
- Knows how to care for children during a rescue.
- Can explain how to care for children during a rescue.
- Appropriately cares for children during a rescue.
- In an emergency, directs others in the care of children during a rescue.
- Credited with saving the lives of 12 children during a rescue.



Begin with the end in mind



“If you don't know where you're going, any place will do.”

from Alice in Wonderland



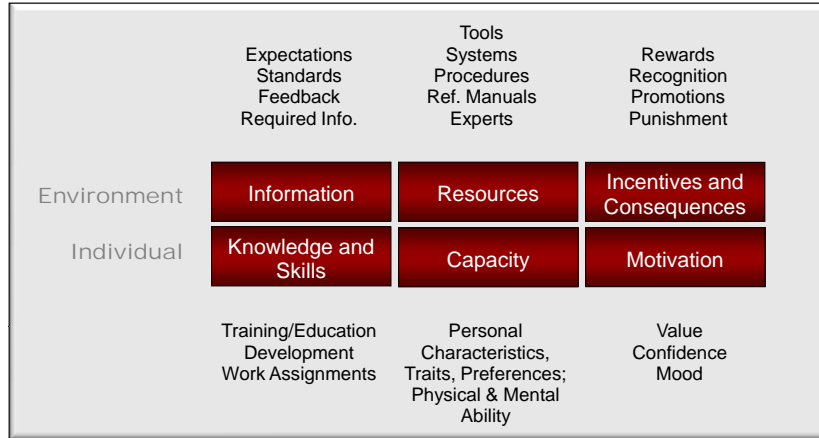
Reasons not to train

Fourteen performance barriers...

Training	1. They don't know <i>how</i> to perform.
Standards	2. They don't know <i>how well</i> to perform.
	3. They think they are <i>already</i> performing.
Communications	4. They don't know they <i>should</i> perform.
Commitment	5. They don't know <i>why</i> they should perform.
	6. They don't <i>believe</i> in it, or don't think it will work.
	7. They have too much invested in the <i>status quo</i> .
Priorities/Time Mgt.	8. They are too <i>busy</i> .
Incentives	9. They are <i>not rewarded</i> for the right performance.
	10. They are <i>punished</i> for the right performance.
	11. There are no (or weak) <i>consequences</i> for doing it wrong, or not at all.
Resources	12. They don't have the financial, technical, workplace or staff <i>resources</i> to perform.
Capability	13. They don't have the <i>capacity</i> to perform.
Job Design	14. The job or task is <i>poorly designed</i> or <i>impossible</i> .



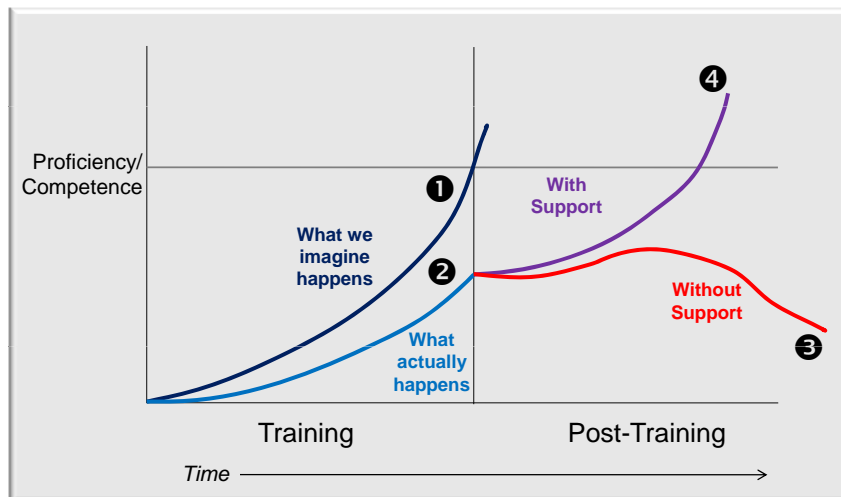
Gilbert's Behavior Engineering Model



The broader the toolkit, the more likely a successful solution!



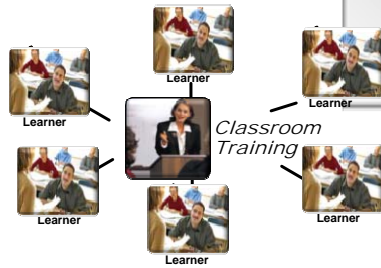
It's what happens *beyond the classroom* that matters



New choices, new decisions for learning and performance

Old Paradigm

- The instructor is viewed as the center of all knowledge.
- Everyone learns the same way.
- The classroom is seen as the place where all knowledge disseminates.
- The course is viewed as the preferred format for learning.



New Paradigm

- The employee/learner/performer is viewed as a knowledge seeker, with constantly changing learning needs and time frames.
- Online and offline services enable greater access to the total set of knowledge, learning and performance resources.
- On-demand access to knowledge in the workplace, at the moment of need, becomes essential.




New choices, new decisions for learning and performance

 **Formal Training**
10%

Plus...

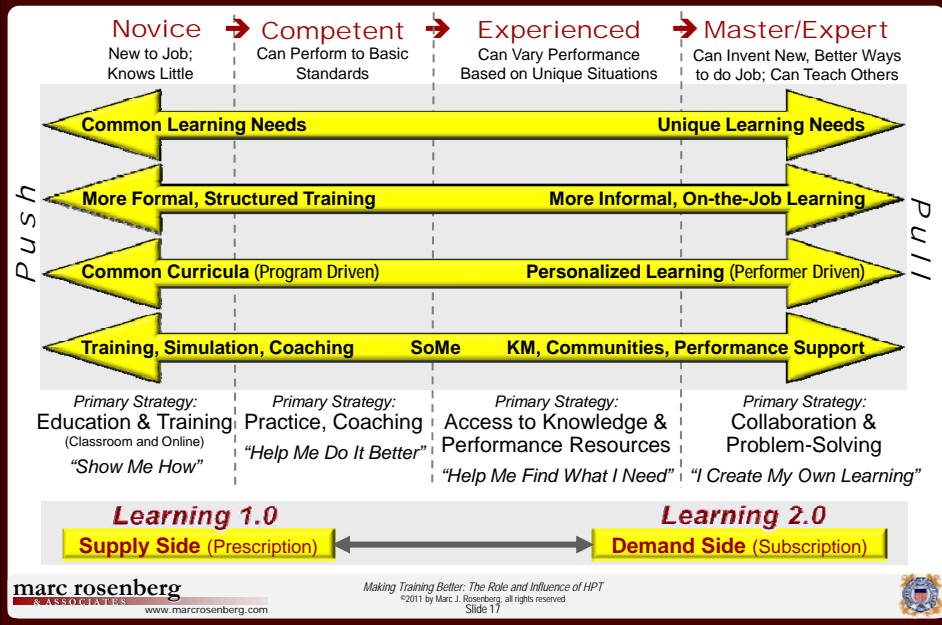
 **Coaching and Mentoring (Informal)**
20%

Plus...

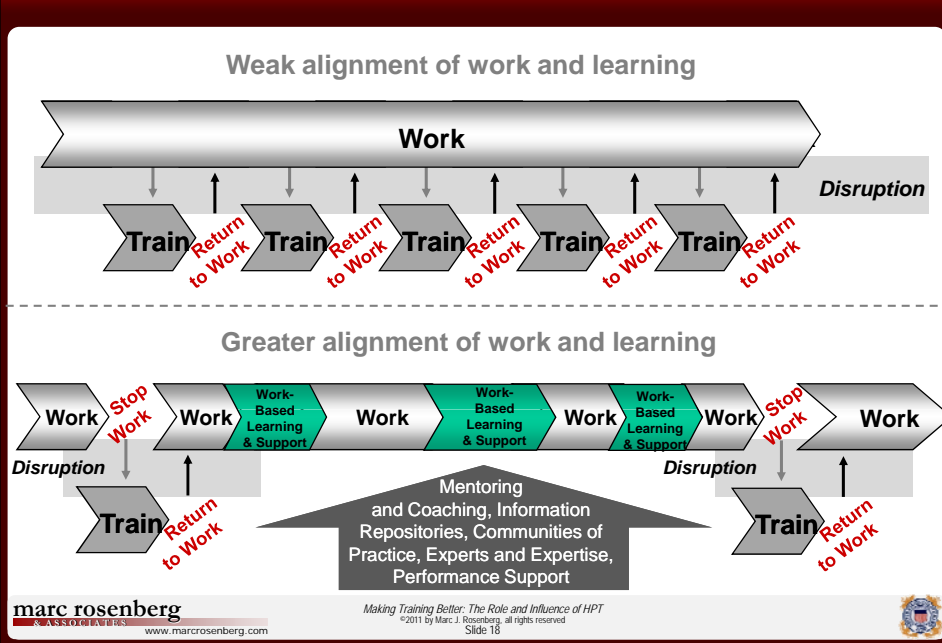
 **On-the-Job Learning (Informal)**
70%



Multiple levels of performance require multiple learning and performance strategies



Toward a workplace centered strategy



How does HPT impact evaluation of training?



- Learning: Knowledge and Skill
- Cost: Cost of Competence
- Quality and Effectiveness:
 - Individual Job Performance
 - Organizational Performance
 - Value/Accomplishment
- Reach: Anytime, Anywhere, Anyone
- Speed: Cycle Times



What are the benefits of an HPT-centric view of training?



- ✓ The right problem is matched to the right solution(s).
- ✓ Less waste and retraining.
- ✓ Focuses equally on “the worker,” “the work” and “the workplace.”
- ✓ Guards against glitz and “flavor of the month.”
- ✓ Helps the organization focus and prioritize.
- ✓ Ties efforts back to problems and results.
- ✓ Helps demonstrate value.
- ✓ Training accomplishes what it was designed to do (and stops doing what it was not designed to do).



Six steps to avoid



1. Thinking this is not your role.
2. Thinking training and HPT are incompatible.
3. Disregarding formal training.
4. Equating technology with strategy or pedagogy.
5. Going it alone.
6. Waiting.

marc rosenberg
& ASSOCIATES

www.marcrosenberg.com

Making Training Better: The Role and Influence of HPT
©2011 by Marc J. Rosenberg, all rights reserved
Slide 21



Thank You!



E-mail: marc@marcrosenberg.com

Web: www.marcrosenberg.com

LinkedIn: www.linkedin.com/in/marcrosenberg

Facebook: marc rosenberg and associates

Twitter: [marcrosenberg](https://twitter.com/marcrosenberg)



marc rosenberg
& ASSOCIATES

www.marcrosenberg.com

Making Training Better: The Role and Influence of HPT
©2011 by Marc J. Rosenberg, all rights reserved
Slide 22

