

Applied Performance Improvement (A-Z)

Course Syllabus



Instructor:

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Dates: February 19th – 23rd, 2007 ❖ On-line

A) Course Description: Are you tired of always “fighting fires”? Do you wish you knew of a process and practical tools to determine what is causing the problem and then selecting the solution that will fix the problem? There is such a process and it is called Applied Performance Improvement. This on-line course will give practitioners the hands-on tools necessary to conduct a performance improvement project and become more valuable to their current organizations and more marketable to employers. It is an excellent way to develop a network of colleagues who share your commitment to performance improvement.

B) Course Objectives: The objective of this course is to provide students an opportunity to simulate and apply performance improvement methodology and tools. Participants will:

- Examine the origin of performance improvement technology and its link to systems.
- Gauge your organization’s readiness for making the change a reality.
 - Obtain management and employee ownership.
 - Making change happen through working with employees.
- Apply the performance improvement process methodology
 - Identify business need, the actual and desired state
 - Plan and conduct a performance and cause analysis and link it to business.
 - Determine which performance interventions are appropriate.
 - Implement the intervention.
 - Measure the results.

C) Student Expectations: Participants are expected to attend each on-line class session. Participants are also expected to complete and turn in all of the application exercises and participate in class activities.

D) Students will receive a certificate of completion for successful completion of the course.

Class participation:

- Evidence of careful preparation and submittal of situational assignments and final project.
- Clarity and conciseness of recommendations.
- Strong and convincing quantitative and qualitative analysis and support recommendations.

Assignment #1: Situation Analysis

Submit a situational analysis of current work problem. Must be a workable problem

Format:

- Background information
- Change readiness (business need, buy-in, culture)
- Reality and desired state
- Probable causes
- Plan to proceed

Assignment #2: Cause Analysis and Solution Options

- Conduct root cause analysis
- Determine possible solutions
- Present in report format

Assignment #3: Create an action plan for change and metrics

Assignment #4: 1 page memo “lessons learned”

Assignments due on the assigned date.

E) Text and/or Required Reading List:

Human Performance Improvement (HPI): Building Practitioner Competence , 2000, Rothwell, William
Cutting edge articles and readings to be provided through e-links and direct postings to on-line course.

Course Outline

Date	Topic	Assignment (To be completed before the next session)
Session 1 Feb 19 th	Introduction to applied performance improvement	For session 2: HPI Chapters 1, 6 (pgs 1-36,175-200) Ch 1: Laying the foundation Ch 6: Trends
Session 2 Feb 26 th	Knowing the business and the environment Being an “internal consultant”: creating the moment and maximizing it. In-class simulation	For session 3: HPI Ch. 2 (pgs 39-81) Ch 2: Role of Analyst
Session 3 Mar 5 th	The art of analysis (how, when, where, why) Defining gaps and doing a diagnostic front-end	<u>Assignment #1 Due: Situation Analysis</u> For session 4: HPI Ch. 3 (pgs 84-114) Ch 3 Role of Intervention Specialist
Session 4 Mar 12 th	Performance Planning and Intervention Selection	For session 5: HPI Ch 4 (pgs 116-143) Ch 4 Role of Change Manager
Session 5 Mar 19 th	Managing Change	<u>Assignment #2 Due: Cause Analysis and Solution Options</u> For session 6: Ch. 5 (pgs 144-172) Ch 5 Role of Evaluator
Session 6 Mar 26 th	Evaluation	For session 7: Tools, Templates and articles (download)
Session 7 Apr 2 nd	Anticipating obstacles and road blocks, developing actions plans	For session 8: Tools, Templates and articles (download)
Session 8 Apr 9 th	Case analysis #1 from start to finish	
Session 9 Apr 16 th	Case analysis #2 from start to finish	<u>Assignment #3 Due: Create an action plan for change and metrics</u>
Session 10 Apr 23 rd		<u>Assignment #4 Due: 1 page memo “lessons learned”</u>