

# Performance Improvement in the Piedmont

The Official Newsletter of ISPI Charlotte, Vol. 4, Issue 2

## “reDiscovering Value” and “Performance Thinking”

*In the May 2012 Chapter Meeting and All-day Workshop*

### “Rediscovering Value” by Rick Rummler – Next Chapter Meeting

Join ISPI Charlotte on May 10<sup>th</sup> for our third evening program of 2012 titled “reDiscovering Value” presented by Rick Rummler. Rick will explore the core concepts and models introduced in his partners’ new book Rediscovering Value: Leading the 3-D Enterprise to Sustainable Success. A “3-D Enterprise” is a sustainably successful enterprise where resources and value are managed in balance. Rick will provide an overview of making the transition from a typical unbalanced approach to managing organization performance to a true 3-D Enterprise. Visit ISPI Charlotte’s website to register.



### Rick Rummler’s “Performance Thinking” Workshop

On May 11<sup>th</sup>, Rick is facilitating his one-day workshop entitled “Performance Thinking”. During the workshop participants will have the opportunity to develop and apply four lenses for understanding different aspects of human and organization performance. Collectively they provide an excellent overview of the models and tools which characterize Geary Rummler’s thinking and work. The workshop will be very “hands-on” and is recommended for anyone interested in new ways to gain and communicate insights into human and organization performance. Both programs are a tremendous value and are great opportunities to see and interact with an internationally known leader in the field of performance improvement. Don’t miss this valuable learning and networking opportunity! Visit ISPI Charlotte’s website to register.

#### President’s Message

Chapter President Marc Donelson shares his thoughts on the 2012 speaker line-up, upcoming Chapter Meeting, and performance improvement

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#### In Review: March

A review of the March Chapter Meeting provided by Gary Grant and John Heun. This is a synopsis of Lowe’s Learning & Organizational effectiveness.

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#### Book Reviews

Read more about the books co-authored by Rick Rummler: “reDiscovering Value” and “White Space Revisited”.

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## From the President

Hello, again. Wow! We had a great meeting in March. Lowes sent four of their senior leaders; Greg Nell (VP Learning & Development), Donald Kirkey (Director Learning Strategy & Operations), Anne Schlosser (Director Leadership Development), and John McKeever (Director Workforce Readiness). Thank you to each of them for spending an evening with us discussing Lowes' progress, some of the stumbles they had along the way, and for being transparent enough to let us know that there are still hurdles they will get over.

Well... last month was March. In my opinion, March is the best month of the year because it hosts the greatest sporting event on the planet - the NCAA Men's Basketball tournament, or March Madness. What makes March Madness so great? Every team has a chance to win. Every team controls their own destiny. Some may have a tougher road than others, but they all have the same opportunity. Win 6 games, and you are the National Champion...that's it. It's simple. Yes, there is some luck involved. However, being prepared is extremely important. Guess what? The same factors can be applied to our jobs in Human Performance Technology (HPT).

### Luck

In February, we learned from Lowes that having Senior Management support makes the path to impacting and adding value to our organizations much easier. There seem to be many more organizations with Senior Management that do not understand and support HPT and those that do. For those of us that are "lucky" enough to work in an environment where we have Senior Management buy-in and support, make the most of it. For those of us that are not that "lucky", it is an extra hurdle to overcome, and being prepared can help overcome this obstacle.



### Preparation

In February, Greg Nell said that getting prepared for his role at Lowes started with two events; attending the ISPI Conference and reading a book by Rick Rummmler. From these two actions, Greg has helped transform Lowes into a performance-based, research-based performance organization. The great news for your job preparation is that you have the opportunity to take these same actions over the next 6 weeks. There is still time to sign up for the ISPI Conference in Toronto from April 20-23. You can also go to Amazon and buy a book by Rick Rummmler, or you could join us in May to hear Rick present at our Chapter meeting and in our first 1-day workshop of 2012. This is an opportunity you will not want to miss.

Thursday night, May 10, Rick will share with us a 90-minute presentation titled "Rediscovering Value: Leading the 3-D Enterprise to Sustainable Success". Then, on Friday, he will lead an 8-hour workshop on "Performance Thinking". Members can attend both of these for \$75 (\$15 for the Chapter meeting and \$60 for the workshop). That is a small price to pay for this level of knowledge and job preparedness.

I look forward to seeing you in May.

Thanks,

## In Review: Learning & Organizational Effectiveness at Lowe's

*By Gary Grant & John Heun*

We had a great meeting on March 8<sup>th</sup> when some of Lowe's leaders presented on how their Learning & Organizational Department is changing how Lowe's do business. We listened to success stories and were given the opportunity to participate in two breakout sessions. Below are brief summaries of the breakout sessions.

I had the opportunity to listen to Don Kirkey, Director Learning Strategy & Operations, describe his role and responsibilities at Lowe's. His team had to review all of the training programs that were being delivered and measure their effectiveness. They also reviewed sales trends and customers behavior to determine the best strategy for their new hire training program. Based on the finds of their research, Don and his team implemented a training program that enabled employees to be more effective starting with the first week on the job. Aligning corporate goals to sales goals played an important role in how they determined how to prioritize their training programs. Don shared a copy of the "impact map" which he used to interview senior leaders to get them to align their vision with the corporate goals to sales goals to employee tasks.

The next breakout session was hosted by John McKeever, Director Workforce Readiness. John shared his experience with supporting Lowe's call centers in North Carolina and New Mexico. He explained that the call center has four primary areas: repairs, sales, customer service, and complains. For example, they are able to intake calls from customers who are

experiencing problems with a new appliance and quickly route those issues directly to the manufacturers to resolve. He explained that manufacturers loved this new process because it enables them to partner closer with Lowe's and to get direct feedback on their products and services.

Anne presented information regarding Lowe's corporate leadership programs. Anne brings her background and experiences to building the emerging leadership programs at Lowes. Leadership programs at Lowe's are essential to the growth of their stores and Lowe's store managers are a highly respected position. Ensuring that leaders are in position to manage the abilities of their store associates is an essential function of her group.

### **New! Rediscovering Value: Leading the 3-D Enterprise to Sustainable Success**

By Geary A. Rummler, Alan J. Ramias, and Cherie L. Wilkins  
ISBN: 978-0-470-19233-7

### **White Space Revisited: Creating Value Through Process**

By Geary A. Rummler, Alan J. Ramias, and Richard A. Rummler  
ISBN: 978-0-470-19234-4



## Featured Guest Profiles



**Jennifer Cline, PHR**

**Place of Employment:** TIAA-CREF

**How and when did you get started in the performance improvement field?**

As a student of psychology, I naturally fell into the performance improvement field through my graduate education in Industrial /Organizational Psychology. Over the past nine years, I have worked to bring this education and experience to bear in my consulting across public, private, and nonprofit institutions.

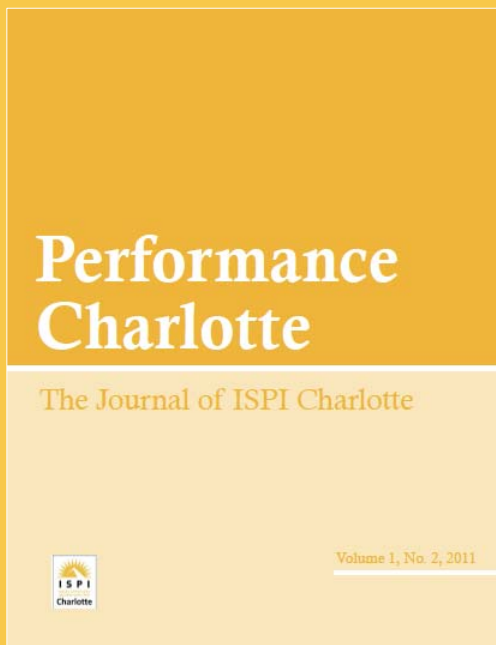
**What are some of the major clients with whom you have worked OR major projects on which you have worked?**

I have lead global change management, training, communications, and organizational development efforts for a myriad of projects, including: implementation of HRIS, compensation, performance, goal, career development and succession management systems.

**What are the most significant lessons that you have learned about performance improvement?**

At the end of the day, performance improvement efforts are ultimately focused on people. As a consultant, you will always need to be flexible and willing to take the time to listen to needs and current reactions of employees impacted by your interventions or implementations.

## Members' Opportunity to Publish with ISPI Charlotte



**Be a part of the ISPI Charlotte Journal**

This winter ISPI Charlotte will publish its third e-journal filled with articles from some of the year's presenters and others in the field of performance improvement.

In addition to the "big names" in the performance improvement field, we want our Chapter's journal to be a place that showcases our *own* talent. Please submit your own works to be published. This is a great opportunity to be published and to share your expertise with a large community of practitioners.

Here are the basic requirements for submission:

- **500-1000 words** (we will accept longer pieces, but this is a suggested length)
- **Topics:** ISD, performance technology, or any other issue related to performance improvement. We also accept reviews of case studies and your own stories about your work in our field.
- **Deadline for submission: December 28, 2012**

For more information or if you have questions, please contact Gary Grant, VP of Publications at [publications@ispicharlotte.org](mailto:publications@ispicharlotte.org)

## Web Resource

### *How to write a performance improvement plan?*

The following information is a summary taken from the National Park Service's (NPS) Performance Improvement Plan Training Guide. The guide outlines a 3-step process for handling performance issues: 1) Clearly communicate what is expected of the employee and what the performance issue is, 2) Give the employee a chance to improve, and 3) take action if the problem continues. Giving the employee a defined "opportunity period is a useful tool for assisting employees in improving their performance."

In most cases, performance problems are resolved through effective communication between managers and their direct reports. It is a good practice for managers to meet with their direct reports on a periodic basis where direct information on expectations and performance issues can be discussed.

To learn more, click [here](#) to download.

[http://www.nps.gov/trainin g/tel/guides/pip\\_guide\\_080707.pdf](http://www.nps.gov/trainin g/tel/guides/pip_guide_080707.pdf)

## Books co-authored by Rick Rummler

### **New! "Rediscovering Value: Leading the 3-D Enterprise to Sustainable Success"**

by Geary A. Rummler, Alan J. Ramias, and Cherie L. Wilkins

This book explores the notion of the "3-D Enterprise," a sustainably successful enterprise where resources and value are managed in balance. As this notion requires a fundamental rethink of the act of management, readers are presented with an executive agenda for making the transition from a typical unbalanced approach to managing organization performance to a true 3-D Enterprise. This 2011 book serves as a companion to 2009's White Space Revisited. Where WSR explored these concepts for a practitioner audience, Rediscovering Value was written for an audience of executives and managers.

### **"White Space Revisited: Creating Value Through Process"**

by Geary A. Rummler, Alan J. Ramias, and Richard A. Rummler

This 2009 book picks up where 1995's Improving Performance left off, and shares what we have learned about process in the past 15 years, and how the reader can capitalize on these notions in their own pursuit of process excellence. Intended primarily for an audience of process and performance professionals, White Space Revisited is a comprehensive resource providing a conceptual foundation, a proven methodology, a set of working tools for doing process work, and a series of candid observations about the practice of Business Process Management (BPM). For practitioners who wish to share these notions with executives and managers in their organizations, we suggest our companion book Rediscovering Value, which presents the executive agenda for transitioning to managing value and resources in balance.

## ISPI Charlotte 2012 Speaker Schedule

Date	Event	Guest Speaker	Speaker's Program Title
May 10, 2012	Evening Program	Rick Rummler	Re-Discovering Value
May 11, 2012	Workshop	Rick Rummler	Performance Thinking
July 12, 2012	Evening Program	Carol Panza	Analysis Tools that Engage and Involve People
September 13, 2012	Evening Program	Miki Lane	The Missing Link in Organizational Performance
September 14, 2012	Workshop	Miki Lane	What Managers and Supervisors Need to Know About Improving Workplace Performance
November 8, 2012	Evening Program	Panel	Cracker Barrel and Year-End Celebration

Please register for these meetings online at [www.ispicharlotte.org](http://www.ispicharlotte.org)

## HRCI Re-Certification & Financial Updates

### HRCI Re-certification Credits Available

"The May 10<sup>th</sup> Chapter Meeting "reDiscovering Value" has been approved for 1.5 (General) recertification credit hours toward PHR, SPHR and GPHR recertification through the HR Certification Institute (HRCI). Eligible attendees will receive the HRCI program ID upon completion of the program. Please be sure to note the program ID number on your recertification application form. For more information about certification or recertification, please visit the HR Certification Institute website at [www.hrci.org](http://www.hrci.org)."



"The use of this seal is not an endorsement by the HR Certification Institute of the quality of the program. It means that this program has met the HR Certification Institute's criteria to be pre-approved for recertification credit."

### Cancelling Your Membership?

Many thanks to everyone for their membership! We understand that there are life and career changes that may result in you discontinuing your membership. If at any time, for any reason, you elect to cancel your membership and you have not registered or attended an ISPI event during the related membership period, you may request a refund of your membership dues from the VP of Finance ([finance@ispicharlotte.org](mailto:finance@ispicharlotte.org)) within 7 days of the payment being received by ISPI."

### Bring cash for UNCC Uptown

One of the benefits of our new location at UNCC Uptown is that you no longer have to use a parking token. Instead, you will have the opportunity to pay \$4-\$6 in cash for the parking lots adjacent to the building. Each of these lots has a cashbox where you will pay, in cash, when you park. There are no attendants at these lots, so please bring the exact amount.

### PAYPAL - Has your credit card expired?

Please be sure to update your credit card expiration dates in PayPal before your credit card expires; otherwise PayPal will cancel your account.

### Updating Your Contact Information

Have there been any changes to your name, employer, phone number, or any other contact information? If so, now is a good time to let us know. Thankfully, members can easily make updates to their contact information in a few easy clicks. Here's how - Just log on to <http://ispicharlotte.org> and go to EDIT PROFILE to make corrections to your contact information. For more information, contact [online-services@ispicharlotte.org](mailto:online-services@ispicharlotte.org).

## Meeting Location

## UNCC Uptown Parking

The Chapter Meeting & Workshop will be held at the UNCC – Uptown Building.

**Date:** May 10<sup>th</sup>, 2012

**Time:** 5:30 p.m. to 8:00 p.m.

**Place:** UNCC – Uptown Building

**Address:** 320 East 9<sup>th</sup> Street, Room 1104  
Charlotte, NC 28202  
Corner of 9<sup>th</sup> & Brevard

Parking tokens will no longer be sold at the registration desk. Parking is available in lots surrounding the UNCC building. One such lot is at 707 N. Brevard St. This is at the corner of 11<sup>th</sup> St. and Brevard St.

**General Rules for Parking in Lots:**

- ▶ Park in numbered spaces.
- ▶ Pay the box (usually \$4.00-\$6.00) in the numbered slot corresponding to your spot.
- ▶ Bring exact change; there is no change machine on site.
- ▶ Pay every time you enter the lot; you cannot leave and come back without paying again.

## ISPI Charlotte Board Members

**Marc Donelson**

President

[president@ispicharlotte.org](mailto:president@ispicharlotte.org)

**Guy Wallace**

Past President

[past-president@ispicharlotte.org](mailto:past-president@ispicharlotte.org)

**Ursula Smith**

VP of Finance

[finance@ispicharlotte.org](mailto:finance@ispicharlotte.org)

**Pam Fulwider & Joanna Roop**

VPs of Programs

[programs@ispicharlotte.org](mailto:programs@ispicharlotte.org)

**Cyndi Bennett**

VP of Online Services

[online-services@ispicharlotte.org](mailto:online-services@ispicharlotte.org)

**Chris Adams**

President-Elect

[president-elect@ispicharlotte.org](mailto:president-elect@ispicharlotte.org)

**Dick Handshaw & Andy Tucker**

VPs of Membership

[membership@ispicharlotte.org](mailto:membership@ispicharlotte.org)

**Taft Eaker & Angel Foster**

VPs of Marketing/ Communications

[marketing-communications@ispicharlotte.org](mailto:marketing-communications@ispicharlotte.org)

**Gary Grant & George Stevens**

VPs of Publications

[publications@ispicharlotte.org](mailto:publications@ispicharlotte.org)

**Jackie Weathers**

VP of Nominations & Elections

[nomelect@ispicharlotte.org](mailto:nomelect@ispicharlotte.org)

