

Performance Improvement in the Piedmont

The Official Newsletter of ISPI Charlotte, Vol. 4, Issue 3

“Analysis Tools that Engage and Involve People”

In the July 2012 Chapter Meeting

Join ISPI Charlotte on July 12th for our evening program titled, “Analysis Tools that Engage and Involve People” presented by Carol Panza.

In an increasingly competitive environment, all companies have opportunities to perform better. During this program, Carol will help us explore how to use Organization Maps to identify, document, and gain agreement on strategically important performance improvement opportunities. But, that’s not all. Carol will also help us uncover how the analysis involved in building Organization Maps also helps to engage and involve people in any organization.



During this program, you will receive:

- A model for performance improvement and management,
- Experience using an Organization Map to identify and talk about performance improvement opportunities,
- Examples of maps used to achieve project objectives as well as people engagement results, and
- An opportunity to share your experiences and ask questions.

Please join us for an engaging evening of performance improvement discussion, insight, and local networking by registering for this event.

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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Interview with Carol

Joanna Roop met with Carol Panza to learn best practices and to share Carol’s thoughts and experiences in the world of HPT.

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Rummler in Review

A brief review of the May Chapter meeting presented by Rick Rummler. Read more about the books co-authored by Rick Rummler.

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From the President

Hey everyone. Happy summer! I hope everyone is enjoying the warming temperatures. In May, we hosted our first workshop of the year and had a fantastic turnout. Thirty professionals showed up for Rick Rummler's workshop on Performance Thinking. Although it shared the same name, Rick covered vastly different ideas and information than what Carl Binder presented last February. Thank you to Rick for sharing so much information with us.

A couple weeks ago was Memorial Day, the unofficial start to summer. It was a gorgeous weekend, and I spent the majority of it at a pool with my family. We had a great time but later that night I realized that I had not applied as much sunscreen as I should have, and I ended up with sunburn. It left me wishing that I had taken more time during the day to apply sunscreen or that I had spent more time in the shade. Since I didn't take those steps, I was only able to make the best of the situation and soon realized it was going to be uncomfortable for a while until the sunburn healed.

Why do I tell you this story? Because it sounds pretty similar to our work life. We're often in places where we wish we would have done more work upfront so we didn't have to manage the bad situation we're now in. An extra 15 minutes spent applying sunscreen would have saved me a week of being uncomfortable. That's consistent, too. In hindsight, the choice to do more upfront work can save us from significantly more work later to correct a situation.

Next month, Carol Panza will be presenting on "Analysis Tools that Engage

and Involve People". These tools are used to obtain buy-in from those in an organization to gain agreement on strategically important performance improvement opportunities.



Using Carol's information will help us to partner with the right people so we can devote more time upfront in analyzing a situation so our solutions have a higher impact. This will help us avoid looking at underperforming people, systems, and/or processes wishing we had spent a little more time upfront and then realizing that things might be uncomfortable for a while as we try to fix the situation reactively.

I look forward to seeing you in July.

Thanks,

A handwritten signature in black ink, appearing to read "Mike".

Interview with Carol Panza

An interview by ISPI Charlotte's Joanna Roop

What has been the most rewarding performance improvement experience you've had?

Several things that I've done over the years have had a big impact on me. In general, the most personally rewarding (internationally) is a project with Exxon that would impact the tanker fleet. I conducted interviews, working in a different environment with cultural differences and having to work a flexible schedule as to crew had varying schedules. This project gave me six months of sea time in different vessels with individuals from different cultures. I became well accepted by the fleet and even got my own coveralls. I created a performance management system and it was tremendously rewarding to have had this experience. I have to say that the work that I do now is tremendously personally and professionally rewarding. I get to be nosy for a living and help people at the same time!

What is the one piece of advice you would give to someone new to the HPT field?

Anyone in any field has to keep an open mind, ask questions of those you can get to hold still and go after those that don't! You need to have a lot of respect for those you come in contact with. Everyone no matter the job has something to contribute. We are all in this together and as a professional, you must go in with questions and not a predetermined solution. You must keep learning no matter how long you are in the business. I look at every interaction with clients as a learning opportunity.

What was the greatest learning experience you've had?

It would be difficult to just pick one. Every single one of my projects is an enormous learning experience. My greatest learning is the opportunity to get out there and meet with



"You need to have a lot of respect for those you come in contact with. Everyone no matter the job has something to contribute."

people and ask questions. I would also say that my work with International Federation of Training and Development (IFTDO), which is a global organization, has been a fascinating opportunity to learn. All the work that I've done with this organization from the membership committee to member of the board has been very rewarding to me.

When did you have your a-ha moment when you realized that HPT was for you?

Way back in the stone age! I was considering psychology or foreign language. I was fascinated by psychology, but would need a PHD for my area of interest. I decided to focus on a business major. Marketing seemed to involve people. My entire undergraduate career I was always looking at what I was learning and what I wanted to achieve. I never missed class and took detailed notes. I would later review my notes and found myself trying to connect things and make sense of them. My professors thought I was a genius because I would bring in others things that I found and that I connected with what I had learned in class. I was really interested in making a difference in a larger context. After graduating, I became an Assistant Director in Student Financial Aid- After my MBA, I started looking for another job. I started working for a very small consulting company ran by Geary Rummler and Tom Gilbert. That is where I found myself looking at the big picture and seeing how things fit together, as I always had. I had no experience in the HPT field, but I realized I had something to offer. I had the same thought process. *Continued on next page.*

Interview with Carol Panza continued from page 3

What advice would you offer to Performance Improvement Professionals to help them improve their relationships with clients and Internal/external customers?

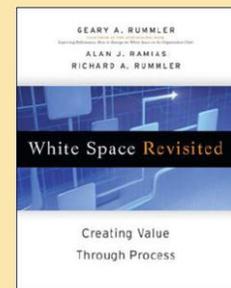
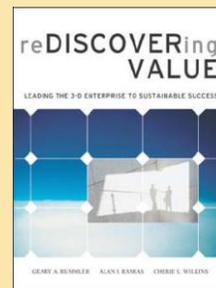
The best advice to anyone is to look at all of the people and recognize that everyone has something to contribute. Let them know you respect their position and that you will do your best to be a positive contributor to their ability to be successful. Don't acquire biases before you talk to people. One of the greatest compliments from a client has been that no matter who I am talking to, their level within the organization or how reluctant they are, they will open up and share everything with me. The reason they share with me is because they trust me. I make it a point to not bring back anything that can indict someone. I bring up the issues in an objective manner. Also, if there is an idea, I always make sure those involved get the credit. That is important!

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

**In Review: Rick Rummler's "rediscovering Value" and "Performance Thinking"**

A picture is worth a thousand words. Rick Rummler demonstrated this to us in his Chapter meeting presentation and workshop. Taking a systemic view of a performance issue, he walked the attendees through the process of drawing pictures that described the relationship between the people and departments in a process and the interactions and influences each has over the others. With this picture drawn, the amount of hand-offs between the identified people becomes clear.

Rick's research shows that it is in these hand-offs where our greatest opportunity to improve a process resides. When processes are improved, there is a positive effect on individuals' performance. One of Geary Rummler's famous lines was that if you put a good performer in a bad system, the system will win every time. While we

can improve individual performance, improving the system will have a much greater impact.

Once the picture is drawn, Rick demonstrated how to ask questions that will lead to identifying where the greatest number of breakdowns is in the system/process. As a performance technologist we now know where we should focus our solutions in order to see the greatest improvement.

When discussing the solutions with your client (internal or external), you now have a single picture that demonstrates all the people involved, the hand-offs, and the greatest breakdowns. This picture is worth far more than a thousand words to your client. It could be worth thousands of dollars.

By Marc Donelson

Featured Member Profile



Clare E. Carey, CPT, Ed D

Name & Employment: Clare Elizabeth Carey, CPT, EdD. Texas Cryptologic Center

1. How did you get started in the Performance Improvement Field?

My professional connection with PI started at an NSPI regional conference when I attended as a doctoral student. The notable presenters were approachable, inclusive and emphasized the power of evidence. The session participants challenged ideas and demanded documented results.

2. What are some of the major projects on which you have worked?

My professional life spans four careers and three continents: public education; corporate training; performance consulting; and now, as a Department of Defense civil servant. Projects have included: State educational programs that advanced writing and math skills; Large-scale CBT training programs - before PCs were the norm; Executive leadership programs for troubled Fortune 100 companies; and Leading cultural change in high-stress DoD organizations

3. What are the most significant lessons that you have learned?

Keep your sense of humor and perspective. As CPTs, we are serious professionals who do serious work - but we need not take ourselves so seriously. Keep your competence grounded. Focus on the customer, client, or colleagues and work within their challenges, culture and constraints. Foster inclusion, innovation and integrity in every endeavor.

Members' Opportunity to Publish with ISPI Charlotte

Performance Charlotte

The Journal of ISPI Charlotte



Volume 1, No. 2, 2011

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

Web Resource

A Review of the ISPI Conference

By John Heun

Designing Learning to Motivate Learners

Learning designers want folks to eagerly consume learning, retain the learning and then actually use the learning at work. But how to make this happen in a predictable fashion?

Regardless of whether learning is delivered by traditional classroom, e-learning blended learning or contemporary social learning delivery vehicles, the ARCS model of motivational design is a very effective tool for learning designers. At its core, ARCS requires designers to integrate four components into instructional message design. These components are:

- Attention: Obtaining and focusing learner attention
- Relevance: Ensuring that the learner gets the “WIIFM” recognizing the relevance will vary across a learner population which is greater than 1 person
- Confidence: Establishing and reinforcing not only the learner’s belief that (s)he can succeed at a task, but that there is value in that success
- Satisfaction: Unlike the Rolling Stones tune, there is satisfaction and pride in accomplishment, and ARCS provides specific prescriptions to integrate this into the design of learning.

For more information, visit these links:

<http://www.arcsmodel.com>

<http://www.springerlink.com/content/w400036604305590>

As the winner of the random drawing and beneficiary of a free registration to the conference, I feel duty-bound to report to the chapter my experiences at THE ISPI Conference in Toronto, Ontario in April and promote next year’s event in Reno, Nevada.

The conference met my lofty expectations. I wanted to meet the legacy of the field of performance improvement, and I did. I wanted to experience and witness research practitioners share the data and best practices around performance and evidence-based interventions, and I did. I wanted to see myths and snake oil interventions and beliefs get their day in court, and I did. I wanted to meet and network not only with those who have painstakingly researched and published in our field for many years, but with those practitioners who work at some of the greatest companies across the Americas and world, and I did. I wanted to deepen my relationships with my existing networks, and I did. I wanted to take my next steps into the field of dramatically improving human performance, and I did. So I thank you ISPI Charlotte for continuing to be here, and ISPI for the free conference registration, so I could have a chance to experience the conference and engage the leading-edge thinkers, researchers, and publishers in the field of improving human performance through training, development, process improvement, system development, talent management, HR, leadership development, organizational development, project and change management, and so on.

An absolutely shameless plug: for those who have not been to a chapter meeting, you will be enriched by the caliber of speakers ISPI Charlotte is bringing to Charlotte. Our chapter is helping to better the Charlotte learning, development, and performance improvement community, and bringing great value to the organizations and individuals we serve.

ISPI Charlotte 2012 Speaker Schedule

Date	Event	Guest Speaker	Speaker’s Program Title
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

HRCI Re-Certification Credits, Financials, & Networking

HRCI Re-certification Credits Available

"The July 12th Chapter Meeting "**Analysis Tools that Engage and Involve People**" 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."



"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) 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.

ISPI Charlotte Networking Event

Date: Tuesday, August 14, 2012

Time: 5:30 - 7:30 PM

Location: BlackFinn (in the EpiCentre)

Come join ISPI Charlotte to:

- Network with chapter and non-chapter members.
- Discuss Performance Improvement (PI) and Human Performance Technology (HPT).
- Ask questions about the chapter, PI, and HPT that you haven't had a chance to ask at a chapter meeting.

Don't forget to invite a colleague or your manager that may not come to a meeting, but would get a drink with you after work.

As an added incentive, the first 20 people to introduce themselves to the chapter President (Marc Donelson) will receive a free drink ticket.

Note: ISPI Charlotte is hosting a networking event. For liability reasons, the chapter will not be providing drinks or food (aside from the 20 drink tickets). The purchase of any drink or food will be the responsibility of the individuals attending. BlackFinn will be providing some drink specials.

Meeting Location

UNCC Uptown Parking

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

Date: July 12th, 2012

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

Place: UNCC – Uptown Building

Address: 320 East 9th Street, Room 1104
Charlotte, NC 28202
Corner of 9th & 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 11th 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.

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