EXECUTIVE SUMMARIES

The Seven (actually nine) Deadly Sins of New Performance Consultants
Joe Willmore

To be successful requires continual learning, and much of that learning occurs through the errors we make.

That's why Willmore decided to ask a number of veteran HPI professionals about what they've learned from their early experience and the most common mistakes they see being made by new performance consultants. Here's some of what they said.

● Most consultants fail when they try to go it alone—especially when facing complex challenges.

● Many consultants end up selecting an action that doesn't really solve the problem. That's because they didn't clearly identify the root cause.

● Effective consultants make sure that the performance model, language, and process don't distract from the focus on performance issues and the client's business priorities.

● Many performance newcomers have the tendency to stick to a model rigidly rather than use it as a starting point they can then learn from.

For complete text, see page 28.
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Blood, Sweat, and Cheers: Full Engagement
Haidee E. Allerton

Do you work all day and don't really accomplish meaningful goals?

You're not alone. About 75 percent of the workforce feels a loss of energy and a lack of engagement in their work and personal lives, says Jim Loehr, co-creator of The Full Engagement Training System. Disengagement isn't the result of poor time management. Rather, it stems from insufficient capacity and poor energy management.

Allerton visited a full-engagement workshop for "corporate athletes" at LGE Performance Systems to see how the approach works. The objective is to build and sustain capacity to perform in high-stress environments and to improve energy management skills, individually and organizationally.

That requires drawing from four dimensions of energy: physical, emotional, mental, and spiritual. To maintain energy, you must take care of yourself physically by eating properly and exercising. You also have to recover energy, by taking what the program calls "recovery breaks," in which you disconnect from the sources of speed, reflect, and reconnect to the outside world.

Managing your energy—not time—is the key to the system.

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New-World Ethics
Tim Hatcher

Ethical behavior in the workplace is in the spotlight, now more than ever. As business climates continue to change, it's important for companies to adopt long-term and substantive changes in character and values development.

That means developing an approach called ethical architecture. Hatcher says that companies need to start by focusing on values and on systematically building a culture and climate that encourage and reward ethical behaviors.

The first step is to identify all compliance and values drivers—items that create the need for a focus on ethics. They include compliance, laws, rules, regulations, principles, and best practices. Next, form strategies that help guide ethical behaviors among employees. Each strategy and driver affects each employee's activities, tasks, and responsibilities.

An organization also must have procedures, such as performance appraisals, and tools, such as a code of ethics or mission statement, to establish and reward ethical behaviors. Ongoing evaluation ensures that the ethics architecture is actually sustaining ethical behaviors.

Some leading companies are taking key initiatives such as modeling ethical behavior, using hiring and training to build an ethical climate, and making ethics a trainer competence.

For complete text, see page 42.
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Banking on Enterprise E-Learning
Martha Gold

Part 5 in this series tells how PNC Bank made the most of its LMS to up-skill employees through a competence manager application.

The new product shows employees the skills and classes they need to excel in at their current positions, as well as career planning activities. It also helps target training dollars. If there are competency gaps in certain areas, or if a business unit or individuals wants certain competencies, managers will target those areas. "It helps us know what we should offer," says Paul Dickerson, e-learning manager.

The goal was to make all employees act more like leaders, give them more empowerment, and make them more receptive to customer needs. To make that happen, the bank upgraded technology, with a significant portion going towards a customer relations management system.

Each phase of the improvement involved ample investment in training to enable workers to carry out their new roles. Because of that, PNC decided to centralize its training system. That required purchasing an LMS that would work with the company's registration and tracking system to monitor registrations and course completions, as well as disperse courseware.

Currently, 58 online courses and a blended orientation program are available.

For complete text, see page 48.
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Eight Lessons From Five Organizations
Martha Gold

This summarizes Gold's enterprise e-learning series (April through August). **Lesson 1.** Despite standards, a lot of courseware and LMSs aren't compatible. Narrowing course selection helps keep down customization costs. **Lesson 2.** Many workers are put off by having to learn new technology before they can even begin training, which is why many organizations, in addition to marketing their LMS, also market their message. **Lesson 3.** Don't be pressured into buying. Carefully assess your needs first. **Lesson 4.** Security will always be an important issue. **Lesson 5.** Read the fine print before purchasing. You'll know what kind of product you're actually purchasing. **Lesson 6.** Don't try to determine a return for your company's investment. Finding the best value for the e-learning enterprise. **Lesson 7.** Don't attempt to go at it alone; get buy-in from management. **Lesson 8.** Chunking makes information more readily available and enables companies to work rapidly.

For complete text, see page 54.
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