

Beyond Training and Development

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Enhancing Human Performance through a Measurable Focus on Business Impact

Third Edition

"We need training," is a frequent refrain that trainers often hear. Managers frequently request training without considering alternatives. Are there alternatives? Of course. Training will solve only problems that result from a worker's lack of knowledge, skill, or attitude. But if the problems stem from other sources—such as lack of appropriate supervision, unclear organizational policies or procedures, inappropriate tools, inadequate feedback, or thousands of other root causes—training is not the right solution.

Research indicates that only about 10 percent of an organization's problems can be solved by training alone. The other causes require management action. Unfortunately, managers may be quick to shift responsibility for their problems onto the desks of trainers. Worse yet, managers have not been trained on how to diagnose the root causes of human problems, separating symptoms from causes and isolating the most efficient and cost-effective solutions. Much training is a fruitless endeavor undertaken to solve a problem that training could never solve.

Beyond Training and Development describes in a simple, step-by-step approach how to separate symptoms from root causes and how to identify the most appropriate solutions to problems with human productivity in workplace settings.

The problem-solving approach described in the book is quite practical. First, describe the present situation. Second, clarify the desired situation. Third, pinpoint the difference and make that difference measurable. Fourth, diagnose root cause(s), separating them from signs and symptoms. Fifth, consider the range of solutions to the root causes, selecting the most efficient and effective solution(s). Sixth, reflect on the likely side effects if the solution(s) are implemented and try to avoid negative side effects of corrective action. Seventh, implement and evaluate the most effective solution(s).

The book goes beyond simplistic views of "return on investment" to prompt the reader to consider "business impact"—that is, how can efforts to solve (or avoid) human performance problems contribute to an organization's strategic goals? This book avoids worthless jargon, getting down to the practical issues in analyzing issues with people and finding ways to address them. The book is filled with many practical tools—worksheets, checklists, and much more—to help readers apply immediately the ideas presented.

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Beyond Training and Development, 3rd Edition: Enhancing Human Performance through a Measurable Focus on Business Impact Paperback. The book unlocks the extraordinary potential of Human Performance Enhancement (HPE), a systematic, holistic, results-based approach that focuses on. Beyond Training and Development describes in a simple, step-by-step approach how to separate symptoms from root causes and how to identify the most. In this getAbstract summary, you will learn: How to take advantage of Human Performance Enhancement (HPE); Why it is better than traditional training; How to. Beyond Training And Development has 5 ratings and 2 reviews. In this update of the American Management Association edition, Rothwell (learning and p. Read the full-text online edition of Beyond Training and Development: The Groundbreaking Classic on Human Performance Enhancement (). Beyond Training and Development: The Groundbreaking Classic on Human Performance Enhancement, Volume 1. Front Cover. William J. Rothwell. AMACOM. Beyond Training and Development: The Groundbreaking Classic on Human Performance Enhancement, Volume 1. Front Cover. AMACOM, American. Trove: Find and get Australian resources. Books, images, historic newspapers, maps, archives and more. This completely revised second edition of Beyond Training and Development unlocks the extraordinary potential of Human Performance Enhancement (HPE). Available in: Hardcover. "We need training for everyone in the organization on the importance of high-quality customer service . Beyond training and development: the groundbreaking classic on human Transforming a training department into a human performance enhancement (HPE). beyond training and development 3rd edition enhancing human performance through a measurable focus on business impact william j rothwell on amazoncom . Beyond Training And Development: The. Groundbreaking Classic On Human Performance. Enhancement by William J. Rothwell. Book Beyond Training and. Beyond training and development: the groundbreaking classic on human performance enhancement / William J. Rothwell.wo, 11 jul GMT beyond training and development pdf - OECD. Reviews. of Vocational. Education and Training A. Skills beyond.

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