Telling Ain't Training & Training Ain't Performance Go Global

_Telling Ain't Training_ and _Training Ain't Performance_ in any language! We all know that how people learn and perform does not vary greatly from country to country. Sure, there are cultural differences and preferences. However, fundamentally, as human learners we are more alike than we are different. We discover over and over again that this is especially true in the workplace.

We feel so fortunate that our books have been ASTD best sellers for years. We are thrilled to announce that _Telling Ain't Training_ is available in the following foreign languages: Spanish, Portuguese, Dutch and Chinese. _Training Ain't Performance_ will be available in Chinese this spring. Harold will be participating in the book launch in Nanjing, China and will be the keynote speaker at the ASTD China Conference in April 2014. He will also be conducting our Training Ain't Performance workshop in Beijing, China.

Speaking of global speaking engagements, Harold will travel to Estonia in September 2014 to deliver a one-day Telling Ain't Training workshop for human performance improvement specialists from the Baltic Rim: Estonia, Lithuania, Latvia, Poland, Finland and Russia.

It is always exciting for us to meet people from all over the world who have read our books and are familiar with our work. We, in turn, are always anxious to learn how the principles and practices of our field are being applied by our colleagues abroad. If you are a subscriber to our e-newsletter, we would love to hear from you about your successes!

Peace!
Erica and Harold

A Leisurly Approach to Performance by Harold D. Stolovitch

The extraordinary athletic triumphs witnessed during the 2014 Winter Olympics triggered in me reflections about human performance. Medalists' accomplishments often appeared effortless, leading to reminiscences of conversations with the late Thomas Gilbert, generally considered the father of Human Performance Technology, and the "Leisurely Theorems" he espoused in his classic _Human Competence: Engineering Worthy Performance_ (1978; 1996). Provocative and profound, they offer wisdom and guidance to performance professionals. They also resonate well with the incredible Olympic performances.

First Leisurely Theorem

Paraphrasing Gilbert, worthy performance is a function of the ratio of valuable accomplishments to costly behavior. Value is derived from accomplishment not
behavior (which is always a cost). Working hard and long, being knowledgeable and highly motivated without, minimally, equal accomplishment, is unworthy performance. The focus, as Peter Drucker suggested in *Essential Drucker: Management, the Individual and Society* (2001), must be on doing the right thing. Doing things right is a waste if you do not achieve desired results.

In the workplace, we expend far more energy on behaviors - how people should do things - than on valued accomplishments - the goals to be achieved. Compliance training (pure behavior), for example, consumes considerable resources and time. Questionable is whether or not this achieves the desired ends of regulatory agencies (e.g. clean air; pure drugs; reduced injuries).

To continue reading this article, visit [http://www.hsa-lps.com/E_News/ENews_Apr14/A_Leisurely_Approach_to_Performance.pdf](http://www.hsa-lps.com/E_News/ENews_Apr14/A_Leisurely_Approach_to_Performance.pdf).

**An Oldie but a Goodie**

Every once in a while, I receive a request to explain the pros and cons of expending money and resources on training. "What if I didn't conduct any training in my organization for a year? What effect would this have?" Reasonable questions, especially if all an organization does to improve performance is run training and little else. In other words, in this context, "training" becomes the default solution to apply when people aren't doing the job well.

I wrote this brief, oldie article to deal with the issue of when money is wasted on training and how this can be avoided. Please note: I refer to wasted money and not to money suitably invested in appropriate training. I still receive requests to speak and write on this topic. The content of the article, "Stop wasting Money on Training," remains as relevant today as when it was written.

**Stop Wasting Money on Training**

The cost of inadequate workplace performance is staggering. Whether the issue is rework, poor customer service quality or reduced productivity, the result is the same - higher costs and lower profits. When this occurs, training usually plays a major role in trying to "solve the problem." It seems to make sense. In studies on the difference between exemplary and average performer productivity, for example, the numbers are dramatic, reaching as high as 200 percent. To close the gap, training appears to be a logical intervention. However, training is also a costly activity that does not always guarantee anticipated improvements.

This article focuses on that almost automatic decision to train when there is inadequate performance from people. It suggests how you can stop wasting large sums of money by focusing on performance outcomes rather than on training activities.
To read the rest of "Stop Wasting Money on Training," visit http://www.hsa-lps.com/E_News/ENews_Apr14/Stop_Wasting_Money_on_Trng.pdf.

Training Ain't Performance Proves To Be a Hit!

Based on the success of the ASTD Training Ain't Performance (TAP) event in Washington, DC in 2013, ASTD is offering not one but three TAP events in San Francisco, Chicago and Atlanta in 2014. The one-day TAP event has also been expanded to one and a half days. TAP is based on our books Training Ain't Performance and Beyond Training Ain't Performance Fieldbook. For those who have attended an ASTD Telling Ain't Training event, we would love to welcome you back for an ASTD TAP in 2014.

To learn more, visit http://www.astd.org/Events/TAP.

Looking for Resources to Train Your Trainers?

HSA offers a variety of training delivery workshops designed specifically to provide skill and knowledge development of internal trainers. Visit our website at www.hsa-lps.com to learn more about these one, two and three day workshops.

Harold Stolovitch personally delivers our on-site workshops in organizations all over the world. HSA has no "shelf" programs. After discussing the characteristics and requirements of the employee-participants with clients, Harold customizes the agenda, participant manual and delivery to meet the organization's needs.

To schedule a workshop or learn more about HSA's workshops in training delivery, instructional design or performance consulting, contact Erica Keeps at ekeeps@hsa-lps.com or by telephone at 310.286.2722.

About Us

At HSA Learning & Performance Solutions LLC, we've seen a lot over the years. We know the business of learning. We know the role human performance plays in business success. We know how to uncover and address needs, then create appropriate solutions. We pride ourselves on helping organizations achieve high levels of performance - and success. HSA is a leader in workplace learning and performance improvement. Our proven learning and performance solutions have helped maximize employee performance at dozens of organizations throughout the world. Our principals, Harold D. Stolovitch and Erica J. Keeps, share a common passion - developing people. Together they have devoted a combined
total of over 80 years to make workplace learning and performance both enjoyable and effective. Their dedication to improving workplace learning and performance is reflected in the workshops they run internationally on training delivery, instructional design and performance consulting. Together, they are co-editors of the first two editions of the Handbook of Human Performance Technology and co-authors of the best-selling, award-winning series of books Telling Ain't Training - Updated, Expanded and Enhanced, Training Ain't Performance, Beyond Telling Ain't Training Fieldbook and Beyond Training Ain't Performance Fieldbook published by ASTD Press. They are also co-authors of the Wiley/Pfeiffer Learning & Performance Toolkit Series. To learn more, visit www.hsa-lps.com.