

## **Training Ain't Performance**

No matter how much training you throw at a problem that isn't the result of a skill or knowledge deficiency, the problem won't go away. Even excellent training, poorly implemented, won't necessarily result in improved performance. This issue of our enewsletter focuses on what many have called, "the other half of the story" - the very large and significant non-training portion. As the titles of two of our books state very forcefully, *Telling Ain't Training* AND *Training Ain't Performance*.

We hope you enjoy and find useful the excerpt we have included from our book, *Beyond Training Ain't Performance Fieldbook*, as well as two articles on Performance entitled "Awareness Does Not Equal Performance" and "A Leisurely Approach to Performance".

If you are inspired or curious to learn more, join us in New York City on September 29 and 30, 2015 for a special [ATD Training Ain't Performance event](#).

Success to you in every endeavor!

Erica and Harold

## **Training Ain't Performance** **By Harold D. Stolovitch and Erica J. Keeps**

Yes. This is the title to one of our books. Beyond the title, however, resides a lot of science and sadness. Hardly anyone whom we speak to in organizations believes that training alone is the surest way to achieve worthwhile behavior changes and outcomes. Almost everyone in the learning and development world knows, through experience, that acquisition of skills and knowledge is rarely sufficient to attain sought-after results. Yet amazingly, we still find little evidence that this knowledge gets translated into systemic, performance improvement initiatives. Somehow, the training default solution gets triggered as convention, convenience and organizational criteria kick in. Who can argue that training is not good? Boxes need to get checked off. Form over function is a powerful approach for triggering entrenched organizational practices.

What follows is an excerpt from our book, *Beyond Training Ain't Performance Fieldbook*. It speaks to this issue.

### **It Ain't Always Easy**

Why is it so difficult to make happen what we know to be right? Visit [http://www.hsa-lps.com/E\\_News/ENews\\_Jul15/Training\\_Aint\\_Performance.pdf](http://www.hsa-lps.com/E_News/ENews_Jul15/Training_Aint_Performance.pdf) to continue reading to find out.

## **Oldie but Goodie**

**By Harold D. Stolovitch**

Since this issue of *HSA e-Xpress* focuses on what makes for achieving valued performance, we cannot leave out some of the important, wise principles Thomas Gilbert, the father of Human Performance Technology, taught us. Here is an article I wrote a few years back to refresh our memories about Gilbert's Leisurely Theorems. It originally appeared in the June 2010 issue of *Talent Management Magazine*.

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### **A Leisurely Approach to Performance**

The extraordinary athletic triumphs I witnessed during the last 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 I had observed.

#### **First Leisurely Theorem**

Paraphrasing Gilbert, worthy performance is a function of the ratio of valuable accomplishment 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, in Gilbert's terms, unworthy performance. The focus, as Peter Drucker has suggested, must be on doing the right thing. Doing things right is a waste of time, money, effort or any other resources if you do not achieve valued results. Visit [http://www.hsa-ips.com/E\\_News/ENews\\_Jul15/A\\_Leisurely\\_Approach\\_To\\_Performance.pdf](http://www.hsa-ips.com/E_News/ENews_Jul15/A_Leisurely_Approach_To_Performance.pdf) to continue reading.

### **Awareness Does Not Equal Performance**

**By Harold D. Stolovitch**

**This article was originally published in the November 2010 edition of *Talent Management Magazine***

I have had some fierce encounters over awareness programs, campaigns and training. My position is that "awareness" efforts, as stand-alone initiatives, are a futile waste of money. This stance has caused me to endure emotional confrontations with safety directors, sales VPs, diversity managers, harassment professionals and even security folk. "You must make people aware!" they assert, bristling with passion. "It's the only way to get things to change."

My retort to this is a blunt, "Nonsense." Visit [http://www.hsa-lps.com/E\\_News/ENews\\_Jul15/Awareness\\_Does\\_Not\\_Equal\\_Performance.pdf](http://www.hsa-lps.com/E_News/ENews_Jul15/Awareness_Does_Not_Equal_Performance.pdf) to read my rationale.

## ***Training Ain't Performance and Beyond Training Ain't Performance Fieldbook***

*Training Ain't Performance* is an award-winning book that makes the principles, concepts and procedures easily accessible to trainers, instructional designers, experienced performance support professionals and performance consultants. *Beyond Training Ain't Performance Fieldbook* provides tools and templates to assist individuals and teams in transitioning to a performance orientation. Together, these two books provide a curriculum for performance improvement. Both books are available through ATD Press.

If you attend the special ATD Training Ain't Performance event on September 29 and 30, 2015 in New York City, you will receive copies of both books, which are included in the registration fee.

Visit <https://www.td.org/Events/TAP> to learn more about our ATD Press books and events

## **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](http://www.hsa-lps.com).