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FUNDAMENTALS *of* Performance Improvement

OPTIMIZING RESULTS THROUGH PEOPLE, PROCESS, *and* ORGANIZATIONS



International Society for
Performance Improvement
WHERE KNOWLEDGE
BECOMES KNOW-HOW

3rd EDITION

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FUNDAMENTALS OF PERFORMANCE IMPROVEMENT

*Optimizing Results Through People,
Process, and Organizations*

THIRD EDITION

*Interventions, Performance Support Tools,
Case Studies*

Darlene M. Van Tiem
James L. Moseley
Joan C. Dessinger

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More Praise for ***Fundamentals of Performance Improvement***

“Succeeding today requires constant adaptation to the changing environment as well as the ability to identify and remove the barriers that confront our best employees. Van Tiem, Moseley, and Dessinger have assembled a comprehensive, easy-to-read, step-by-step guide with fantastic case studies, tools, and references to help everyone succeed in this challenging environment. A must have for everyone’s professional library!”

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“*Fundamentals of Performance Improvement* is destined to become THE desk reference for all performance improvement professionals. The case studies provided link the detailed content directly to the four principles of the Performance Technology Standards from the International Society for Performance Improvement.”

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“You can classify books into a 2 × 2 matrix. There are thousands of examples of books of low practicality and low scholarship, high practicality and low scholarship, low practicality and high scholarship. *Fundamentals of Performance Improvement* is a rare example that falls into combination of high practicality and high scholarship.

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Sivasailam “Thiagi” Thiagarajan, Ph.D., The Thiagi Group
“The third edition of *Fundamentals of Performance Improvement* equips the manager or performance improvement professional with the knowledge and tools necessary to improve workplace performance. It is truly a major upgrade from the first two editions with greatly enhanced models and forty new interventions.”

Roger Chevalier, Ph.D., CPT, *A Manager’s Guide to Improving Workplace Performance*

“A critical issue for institutional capacity-building in transitioning societies is finding ways to promote sustainable improved performance. USAID has promoted the use of human performance technology in support of improved institutional results for over a decade. This text is extremely valuable laying out a comprehensive framework for applying the principles and techniques across a wide spectrum of organizations.”

Lawrence Held, Acting Mission Director, USAID Kyrgyzstan
“HPT has come into its own as a profession, with an emphasis on a framework of systematic and systemic thinking that frames and coordinates relevant models and interventions. This book is a fully contemporary synthesis of this framework. The detailed discussions of major models, coupled with the illustrative case studies, add valuable depth to the discussion. The examination of future directions will stimulate thought and discussion. This volume merits a prominent position on every HPT professional’s bookshelf. Experienced practitioners will find the book to be useful in organizing and updating their knowledge of HPT. Those new to the field will use the book as an excellent starting point in their development of professional expertise.”

Rob Foshay, Ph.D., CPT, The Foshay Group

“This book is a highly valuable resource about the theory and practice of performance improvement and its results in a wide array of organizations, industries, and levels—from individual to organizational to societal performance. Researchers, performance consultants, managers, and entrepreneurs will find in it ideas and methods tested by experience.”

Mariano Bernardez, Ph.D., CPT, Director, Performance Improvement Institute

“*Fundamentals of Performance Improvement* is a comprehensive handbook with useful tools for performance improvement. It allows educators to work with stakeholders to apply a positive, systemic approach to school reform and transformation necessary to meet 21st century skills.”

Dr. Phyllis Edwards, Superintendent, City Schools of Decatur, Georgia

“Improvement of performance is a great priority of firms in Central Europe. The traditional human resource function is slowly transitioning into a real performance partner for the innovative executive. This book provides a superb reference for any professional seeking to build a strong foundation for improved company results based on high-quality performance of employees.”

Jake Slegers, Executive Director, American Chamber of Commerce in Slovakia

“I recommend this book to anyone who is interested in improving people, process, and results. It provides a comprehensive coverage of the entire performance technology field and will appeal to those who are new to the field, as well as experienced practitioners, through its clear explanation of performance technology concepts and models, the inclusion of helpful tools and techniques,

and excellent case studies that illustrate performance technology in action. Its international flavor, with practitioner comments and examples drawn from across the world, enhances its appeal, as more and more professionals operate in an increasingly global context.”

*Daljit Singh, Asia Pacific Director of Talent Management,
Baker & McKenzie, Sydney, Australia*

“The concepts and principles in this book—performance-based planned change—has been at the heart of new directions for the Sonora Institute of Technology (Mexico). Starting with mega thinking and planning, it delivers important measurable results.”

*Gonzalo Rodriguez Villanueva, Rector, Sonora Institute of
Technology (Mexico)*

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ISPI's mission is to develop and recognize the proficiency of our members and advocate the use of Human Performance Technology. This systematic approach to improving productivity and competence uses a set of methods and procedures and a strategy for solving problems for realizing opportunities related to the performance of people. It is a systematic combination of performance analysis, cause analysis, intervention design and development, implementation, and evaluation that can be applied to individuals, small groups, and large organizations.

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**International Society for
Performance Improvement**

WHERE KNOWLEDGE
BECOMES KNOW-HOW

With deep appreciation, we dedicate this book to those who have already contributed to our field and the emerging professionals who are innovating and providing new insights.

Our field is unique because it is possible to pinpoint the date and time of its origin. We fundamentally began in New Orleans in the early 1960s. Our origin was composed of those committed to applied behavioral science and programmed instruction. Our field advanced to performance improvement when programmed instruction and behavioral approaches alone did not resolve educational and workplace issues. Many scholar/practitioners have contributed their powers of observation, reflection, research, and practice to advance the field.

We also dedicate this book to experts beyond the performance improvement field because resolving workplace problems includes theory and practice from related fields such as instructional design, psychology, communications, industrial engineering, ergonomics, quality, communications, and finance to name a few. To the International Society of Performance Improvement and to my students and graduates at the University of Michigan–Dearborn and Capella University. Our world is better because of them.

—Darlene M. Van Tiem

To my graduate students in performance improvement and evaluation for professional success and career happiness.

James L. Moseley

To our readers—you are the ones who will make performance improvement happen.

Joan Conway Dessinger

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