

Performance Improvement: HPT Model

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EXECUTIVE SUMMARY

The human performance technology model represents the processes used by performance improvement practitioners while accomplishing their results. Performance improvement efforts begin with a performance analysis or need or opportunity; intervention selection, design, and development; intervention implementation and maintenance; and evaluation. This description seems daunting and tedious, but it is flexible. It is a guide with adaptations. The process is not closed with feedback all along enabling corrections and changes based on findings and new information. The process is not lock-step and can have adjustments as appropriate. This case studies the HTP model.

INTRODUCTION

Performance Improvement is a field that can resolve problems and accomplish innovations. It is a field that combines ideas, strategies, and principles from a wide variety of fields and practices, such as finance, economics, leadership, organizational development, business practices, psychology, human resources, training, development, coaching, and many more, maximizing the most appropriate from all fields and practices. Case studies enable readers to visualize how to apply performance improvement principles and practices, and use the Performance Improvement/HPT Model (Van Tiem, Moseley, and Dessinger, 2012) and other models.

PERFORMANCE IMPROVEMENT

Organizations and individual workers are more efficient and effective when they are part of a Human Performance Technology (HPT) process focused on appreciating what works well and paying attention to conditions in the workplace that could be improved. Often, organizations and individuals develop a hunch and then desire to adopt an effort that is quick but may not address the actual problem. It can be like using a Band-Aid to stop bleeding; but without cleansing the wound, the cut (the problem) may not be effectively fixed but may become infected and worse. Performance Improvement as a process looks at many aspects of the problem and crafts an intervention (solution) that in a sense cleanses the wound and stops the adverse or undesirable situation.

Human Performance Technology HPT Model

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Performance Improvement Need or Opportunity

Human Performance Improvement practitioners are more successful if they first understand the problem or the opportunity that exists. Problems and opportunities are evident when there are gaps in an organization's efforts to make money, save money, avoid costs, or do some greater good. To understand how to close these gaps, it is essential to understand the people and jobs involved, the leadership of the organization, and the mission and vision of the organization. In other words, understand the who, what, when, where, and why necessary for the situation. There are many aspects to consider.

Performance Analysis

Organizational Analysis includes understanding the mission, vision, values, organizational strategies, and critical issues. These are essential because it is mandatory that the practitioner create interventions that are supported by the *organization's leadership*. It is wise to include words endorsed by leadership and include terminology appropriate to *critical issues*. Be sure to align your efforts to the organization's *goals and strategies* leading to supporting important initiatives. It is important that performance improvement initiatives are endorsed by the organization. This analysis leads to an understanding of *desired performance*.

Environmental Analysis includes understanding the world considerations that apply to the workplace, work, and worker. *World issues* pertaining to environmental analysis include the culture of this situation, the society within the organization, and the social responsibility associated with ethical framework, stakeholders, corporate citizenship, and sustainability. In other words, they benefit the society at large. *Workplace* considerations include the organization; resources such as raw materials or sub-assemblies,

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