

## Linking Performance to Learning

David Muehlbauer, CPLP, HCS  
Director of Learning and Performance Support  
Sundt Construction  
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## Presentation Objectives

<b>Components</b>	• Describe the <b>components</b> necessary to create a system that links competencies, performance assessment and learning.
<b>Challenges</b>	• Describe some of the <b>challenges</b> in linking performance to training, in terms of both technology and people (employees and managers).
<b>Starting Points</b>	• Identify one or more <b>starting points</b> for enhancing the linkage between performance and learning in your own company.

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## Disclaimer

- Although software will be illustrated in this presentation, this is not a sales presentation. Sundt is merely a client of Softscape and although we will be showing their product there are other vendors with similar products or capabilities.

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### Do You Want to Link?

Performance	Learning
✓ Performance review	✓ Formal learning
✓ Performance assessment	✓ Informal learning
✓ Annual review	✓ Online learning
✓ Ratings	✓ On-the-job training
✓ Rankings	✓ Coaching
✓ Numbers	✓ Mentoring
✓ 'High Stakes'	✓ Career development

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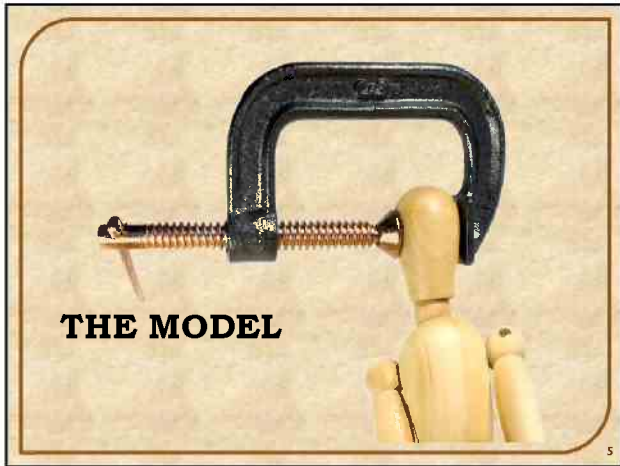
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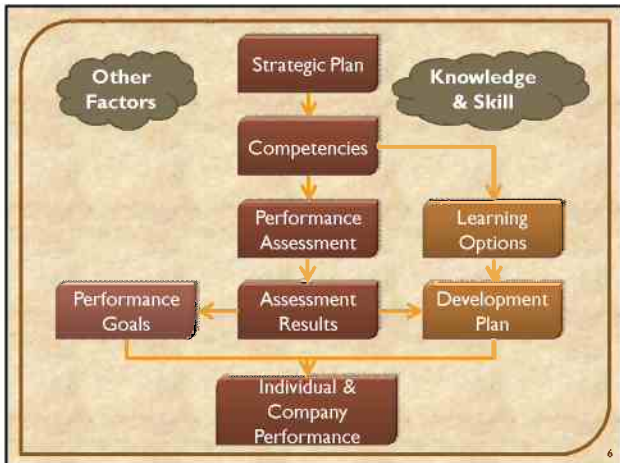
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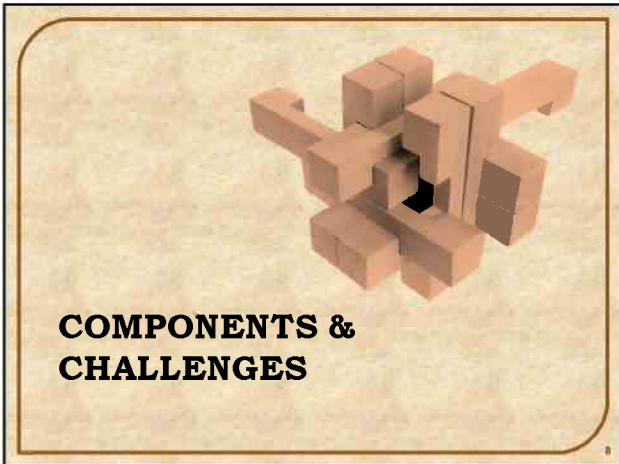
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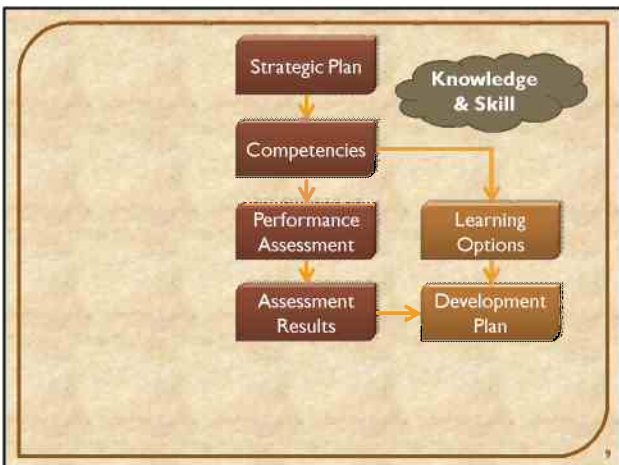
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**Time Management:** Ability to manage time to accomplish the outcomes with the greatest impact, and to use personal productivity tools and techniques to handle multiple, competing priorities.

**Performance Indicators :**

- Prioritizes work based on urgency and importance and completes tasks based on those priorities. Strives to stay in Covey's 'Quadrant 2', important but not yet urgent.
- Determines the deadline for assigned work, the priorities of various activities, and completes activities based on that information. Seeks advice from supervisor when it appears possible that deadlines will not be met.

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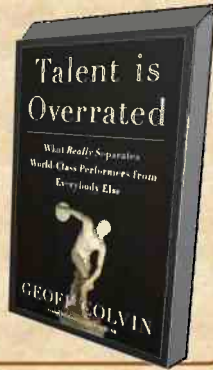
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## Why a Development Plan?

- Many employees and managers believe formal training is sufficient
- Research clearly shows that skill is developed through **deliberate practice**
- Provide a plan to assure meaningful learning experiences



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Employee and supervisor prioritize development needs and create specific plan of activities

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Using technology to support the process  
The 'Development Wizard'



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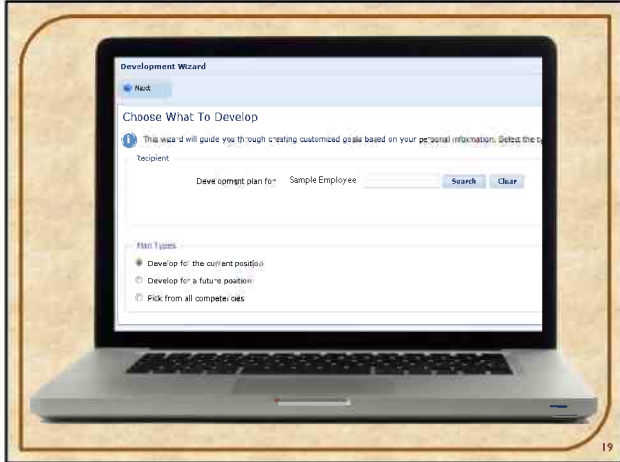
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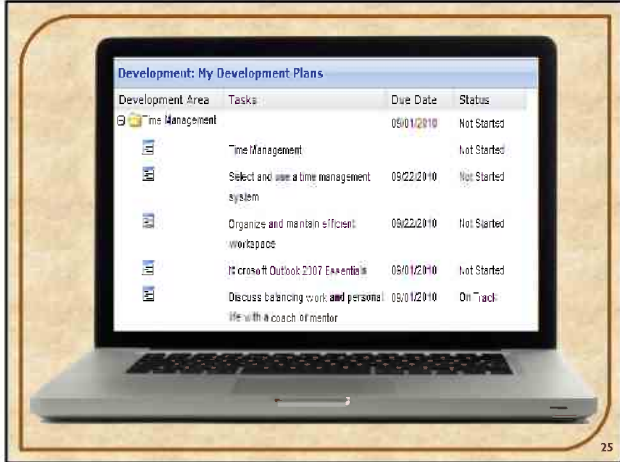
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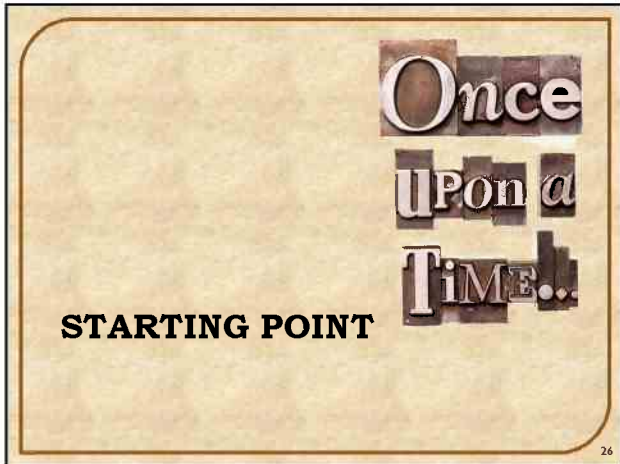
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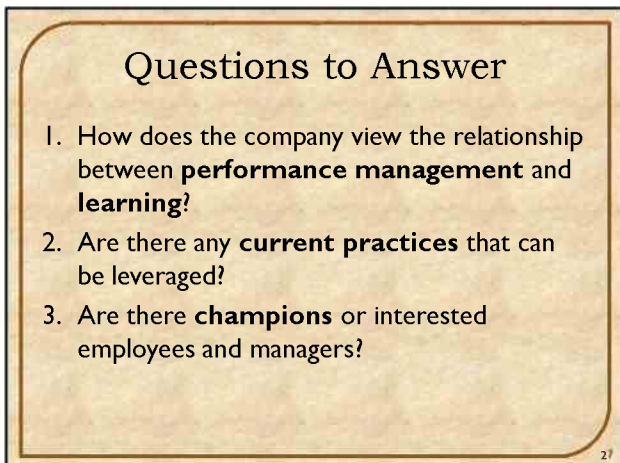
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## Developmental Steps

1. Create a **design team** with credibility and/or authority
2. Review **current processes** and user acceptance
3. Define **competencies** and/or competency models for limited positions or roles
4. Pilot **test** and refine – keep it simple
5. Plan your **next steps**

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## Interested?

- If you would like to participate in an ongoing dialog on this process, please let me know

David Muehlbauer, CPLP, HCS  
 Learning & Performance Support  
 Sundt Construction  
 480-293-3103  
[damuehlbauer@sundt.com](mailto:damuehlbauer@sundt.com)  
[www.sundt.com](http://www.sundt.com)

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## References

- Technology
  - [www.softscape.com](http://www.softscape.com)
- Books
  - *Talent is Overrated*, Geoff Colvin
  - *The Extraordinary Leader*, John H. Zenger
  - *Competence at Work*, Lyle and Signe Spencer
  - *The Value-Added Employee*, Edward J. Cripe

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