



What Is the Goal of This Issue?

by Guy W. Wallace, CPT

This issue is very different from the typical issue of *Performance Improvement (PI)*. And that is by design. It is intended to begin a societywide dialogue regarding human performance technology (HPT). This is Phase 2. More on that later.

In April 2002, immediately after the ISPI Annual Conference in Dallas, Roger Kaufman and I asked 25 ISPI *old guard* and *new guard* members to pen a short response to one or more of the following questions:

1. What is HPT's value proposition?
2. What does HPT include and not include?
3. What's wrong with and right with HPT today?
4. If one were to master HPT, what would one be "skillful" at, versus "knowledgeable" about, or simply "aware" of?
5. How can HPT co-exist with other improvement methods, techniques, and tools such as those that come from: Industrial Engineering (IE), total quality management (Statistical Process Control (SPC) and six sigma), Organization Development (OD), finance, etc.?
6. How do we position ourselves and HPT with those other disciplines for true collaborations?

In an attempt to provide total flexibility and *outs* for our guest authors, we suggested that they could also address anything that they felt will help the International Society for Performance Improvement (ISPI), as a professional society for its members, better communicate or market HPT based on the value of HPT in addressing human and organizational performance improvement.

That gave the authors seven things to possibly address. For the most part they covered the topics, some even addressing several within their short response.

The point of all of this is not to finish a dialogue on the questions raised, but to start a dialogue. I personally think we require a greater shared understanding

of HPT and what it is and what it is not. I didn't think that the task would be easy to accomplish; but that did not stop my desire, nor this attempt.

Roger Kaufman had suggested in our early email exchange that "some of the confusion—even among ourselves—is over any distinctions between instructional systems design (ISD) and HPT. We talk HPT and usually do ISD...or training. I think this is a vital distinction and the two should be compared and contrasted...."

In this issue of *PI* we are also inviting other Society members to write their own two-page response on the value proposition of HPT to be published on ISPI's website. You will have a four-month window to do so. In June 2003, we will take all of this input and run with it. But run to where and for what ends?

What Might This Accomplish?

Where, you may ask, is this going? Why is this necessary?

This is your *heads up* for one of my intended initiatives for ISPI during my presidential term, from April 2003-April 2004. This article series is just Phase 2 of four phases I have in mind. But first...

The end purpose of this issue is simple: to clarify HPT so that ISPI can create more compelling marketing messages and materials and thus promote the technology domains (beyond performance-based ISD) of HPT based on what really works, not just what is inviting in description.

That is what I personally want at the end of this four-part effort. Something compelling.

The Four Process Phases

I encouraged Jim Pershing, Editor of *Performance Improvement*, to republish Geary Rummler's October 1983 article on HPT technology domains, with

Geary's permission. That was done in the July 2002 issue of *PI* (see Technology Domains and NSPI: A Proposed Framework for Organizing the Professional Content of NSPI). That was Phase 1.

The articles in this issue of *PI* are intended to be the start of an *article dialogue* between invited authors. Roger (Kaufman) and I asked 25, and besides Roger and myself, 13 responded.

The authors who took us up on our request for Phase 2 include Roger Addison, Charles Beagles, Steven Griffin, Carl Binder, Dale Brethower, Richard Clark, Timm Esque, Judy Hale, Pete Hybert, Roger Kaufman, Miki Lane, Carol Panza, John Swinney, Don Tosti and Stephanie Jackson, Guy Wallace, and Frank Wydra. The authors are presented in alphabetical order. They addressed one or more of the six questions and "Anything Else (AE)" in the following manner:

	1	2	3	4	5	6	AE
Roger Addison	★	★					
Charles Beagles & Steven Griffin		★		★	★		
Carl Binder			★				★
Dale Brethower	★		★				
Richard Clark			★				★
Timm Esque		★					
Judy Hale							★
Pete Hybert		★					
Roger Kaufman		★	★				
Miki Lane			★				★
Carol Panza	★	★	★		★		
John Swinney							★
Don Tosti & Stephanie Jackson	★	★			★		★
Guy Wallace	★	★			★	★	
Frank Wydra			★				★

Again, the six questions and seventh item are:

1. What is HPT's value proposition?
2. What does HPT include and not include?
3. What's wrong with and right with HPT today?
4. If one were to master HPT, what would one be "skillful" at, versus "knowledgeable" about, or simply "aware" of?
5. How can HPT co-exist with other improvement methods, techniques, and tools such as those that come from: Industrial Engineering (IE), total quality management (Statistical Process Control (SPC) and six sigma), Organization Development (OD), finance, etc.?
6. How do we position ourselves and HPT with those other disciplines for true collaborations?
7. AE. Anything that will help ISPI better communicate or market HPT and the value of HPT.

Roger Addison wrote about the ISPI performance landscape and its use in defining performance technology. *Charles Beagles* and *Steven Griffin* wrote about HPT as a robust approach of several technologies based on applied behavioral sciences. *Carl Binder* wrote about the importance of measurement to HPT. *Dale Brethower* wrote about the points of similarity and difference between HPT and ISD. *Richard Clark* wrote about the desires of ISPI members, from the work of an ISPI Membership Committee in 2000, for more emphasis and evaluation data on research-proven HPT products and ideas. *Timm Esque* wrote about applying Occam's razor, a principle of scientific philosophy, to define HPT. *Judy Hale* wrote about how ISPI's certification adds value for practitioners, their clients, and society. *Pete Hybert* wrote about the differences between ISD and HPT, and their shared, underlying technologies and methods. *Roger Kaufman* wrote about the requirement to ensure that we are adding value at all levels when we proscribe HPT interventions. *Miki Lane* wrote about the use of HPT outside of an organizational context, in addressing the needs and requirements of a neighborhood. *Carol Panza* wrote about our requirement to not begin with an intervention in mind as we begin to examine the performance situation of our customers, and our responsibility to focus on results and the context of the organization. *John Swinney* wrote about the value proposition of ISPI. *Don Tosti* and *Stephanie Jackson* wrote about performance technology being the foundation for all of organizational consulting. I wrote about HPT addressing one of four key variables of processes as depicted by the Ishikawa Diagram from the quality movement. *Frank Wydra* wrote about ISPI's roots, its evolution, and HPT having strayed from a technology of measured, applied science to a technology of too much opinion and anecdote.

Some of the authors have some not-so-gentle messages, intended as wake-up calls, for all of us to consider. Please do so.

In Phase 3 we "open up" the discussion "societywide." All responses are limited to the same two-page limit

YOU are invited to participate in our societywide exchange of ideas regarding HPT. Please write your two-page treatise (no more than 1200 words) and submit it to Guy Wallace at guy.wallace@eppic.biz.

Please respond to one or more of the following points:

1. What is HPT's value proposition?
2. What does HPT include and not include?
3. What's wrong with and right with HPT today?
4. If one were to master HPT, what would one be "skillful" at, versus "knowledgeable" about, or simply "aware" of?
5. How can HPT co-exist with other improvement methods, techniques, and tools such as those that come from: Industrial Engineering (IE), total quality management (Statistical Process Control (SPC) and six sigma), Organization Development (OD), finance, etc.?
6. How do we position ourselves and HPT with those other disciplines for true collaborations?
7. What else can/should ISPI do to better communicate or market HPT and the value of HPT?

(approximately 900-1200 words). Three to four months after this issue of *PI* is distributed, we will close this window and move to Phase 4. The Phase 3 deadline is June 1, 2003. Those articles will be published on the Society's website as they come in (after my review).

Phase 4 is where the Presidential Initiative Task Force will run with it. That group will be chaired by ISPI past-president John Swinney. Roger Addison will participate, both to protect and safeguard all previous Society work and to ensure that things such as the new performance landscape stay, or evolve in an acceptable manner. Also, Geary Rummler has agreed to help shape the "run" and see his HPT technology domain framework used as the organizing framework. Ray Svenson has agreed to facilitate. Additionally, I have asked Dick Clark and Roger Kaufman to be the core team of the initiative. That core team will assemble another 18 members.

The Presidential Initiative Task Force will include additional *old guard* and *new guard* members, as well as rising stars from within our Society's ranks. It will also include some non-North American members from our international Society.

This entire effort should create a "big-tent" view of HPT (versus a narrow view—that is, "HPT is only performance-based ISD") with greater clarity of the piece parts and technologies of HPT so that ISPI can create more compelling marketing messages and materials to better meet our stated vision and mission of ISPI as published on our Society website:

Our Vision: ISPI's vision is that members have the proficiency and insight to customize Human Performance Technology to meet the needs and goals of their organizations and clients, so that the members are recognized as valued assets.

Our Mission: ISPI's mission is to develop and recognize the proficiency of its members and advocate the use of Human Performance Technology.

That's our end game goal as I see it. Of course, continuous improvement will be required from here on out. Those are the future phases, unplanned, but not unanticipated.

Please allow us to use you toward our end: creating a big-tent view of HPT and clarifying "the HPT value proposition." You will be helping us all tremendously within the Society, and all of our future members, if you participate in Phase 3.

Intrigued? Upset? Care to play/react? Your turn comes next. Prepare your two-pager for our Society's website in Phase 3. Submit those articles to me at guy.wallace@eppic.biz. 🏠



Guy W. Wallace has been in the T&D field since 1979 and an ISD consultant to government and industry since 1982. His clients have included 27 of the current Fortune 500 firms, plus non-US companies such as BP and Siemens. He has analyzed and designed/developed training and development for almost every type of business function and process.

Guy is the author of three books, more than 50 articles, and has presented more than 50 times at international conferences and local chapters of the International Society for Performance Improvement (ISPI), the American Society for Training & Development (ASTD), and Lakewood Conferences. He served as the treasurer/director of the 1999–2000 Board of ISPI and is currently ISPI's president-elect for the 2002–2003 Board of Directors. Guy may be reached at guy.wallace@eppic.biz.