

A PERFORMANCE PROCESS

Strategic Focus

1 NEED

Establish Need

- Identify issues, needs, and opportunities.
- Identify the benefits of meeting the needs or taking advantage of the opportunities.

2 RESULT

Define Outcomes

- Identify the desired result – whether a tangible outcome or a desired state.
- Specify requirements for the outcome – what constraints must be met?

Tactical Focus

3 WHAT

Determine What to Do

- Examine alternative solutions/approaches.
- Pick the “best” (cost/benefit).

Plan How to Implement Solution

- Design/develop methods for implementing the solution.
- Design/develop plan for integrating the solution into the organization (change methodology).

4 HOW

Do It – Implement the Solution

- Conduct the effort.
- Modify the plans, as needed.
- Deploy solution.

5 DO

Evaluate Results (optional)

- Conduct Summative Evaluation (return on investment)
- Conduct Formative Evaluation (lessons learned)

6 EVALUATE

ISPI 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.

ISPI MISSION

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



BOARD OF DIRECTOR'S MEETING

ISPI Board of Directors Norms BEHAVIORS AND PROCESSES

Updated April 16, 2005 - Meeting in Vancouver, BC

Discussions

- Feel free to raise an issue/concern, and expect a considerate reply.
- Respect and learn from differences of opinion.
- Build on each other's ideas.
- Value the contributions of all the members.
- Ensure every person has expressed his/her views.
- Don't pontificate.

Decisions

- No reprisals for speaking your mind.
- OK to agree to disagree.
- Challenge group think.
- Check assumptions before running with or arguing against someone else's idea.
- Commit to BoD decisions.
- Disagree, then commit.
- Seek and respect the opinion or recommendation of staff management.

Interaction with ISPI Members

- It is OK to solicit ideas from membership...not the same as violating BOD integrity.
- Individual members should not make commitments for the board.
- In the Board meeting location, Board members may participate in an event that has strategic advantage.

Interaction with Fellow Board Members

- Hold each other accountable (Executive Director is not the BOD police.)
- Provide feedback
 - Specific should be one-on-one
 - First person only-not second-hand

Pre-Meetings

- Attend all agreed upon meetings and come prepared.
- Read documentation prior to meetings.
- For proposed agenda items identify:
 - Outcome
 - Outline of discussion
 - Documents:
 - » Existing
 - » Overview by initial
 - » Time required (estimated)

During Meetings

- Develop shared meaning on old/new ideas.
- Check to see that we're on the same page.
- Seek additional information or data before stating opinion as fact.
- "Clarify..."
 - Content
 - Implications
 - Fit to strategic plan
 - Consequences
- Test agreements frequently.
- Take time to look at the long-range view.
- Ensure Board committees/work groups are given proper authority and resources for completion of assignments.
- Maintain a strategic focus & establish supporting policy.
- Keep discussions inside Board room confidential.

Post Meetings

- Minutes will capture:
 - Agreements
 - Actions/Timing
 - Responsibilities
- Follow-up with stakeholders (Advocates/Past

DECISION PROCESS

Focus Statement

Open Discussion

90 Second Round

Summary

Formal Motion

Vote

Explanation and desired outcome by Topic Owner

Opinions and reactions

Response

Provided by someone other than Topic Owner

Provided by someone other than Topic Owner

Verify results and commitment