
Important news for every training executive who wants to make a bottom line impact on the success of your organization.

High Impact Learning™

A THREE-DAY PROFESSIONAL DEVELOPMENT WORKSHOP

"Join me for just three days and learn how to improve training results across your organization forever."

Robert O. Brinkerhoff, Ed.D.



-
- International authority on training effectiveness and evaluation
 - Frequent ASTD and ISPI Speaker
 - Discoverer of High Impact Learning™

Chicago—June 8-10

San Francisco—June 14-16

New York—June 22-24

- All sessions personally led by Dr. Brinkerhoff
- ASTD, ISPI or SHRM members save 10%
- Participants awarded Level One Certification, take-home tools worth \$400

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or call (800)494-6646 x257**



Dear Colleague:
If you're a training executive who wants to make a bottom line impact on the success of your organization, then this letter bears good news.
It's your invitation to join me for an exhilarating three-day learning experience on how to achieve a guaranteed payback on training investments.

We call our discovery **High Impact Learning™**, and it's the result of 10 years of research, including pilot tests at American Express, Motorola, QUALCOMM, Anheuser-Busch and other early adopters.

Perhaps you've heard me speak about **High Impact Learning™** at ASTD or ISPI.

Well, here's your opportunity to master this new methodology and take the lead in applying it within your own work environment.

I do hope you will take this first step in starting your training function - indeed your entire organization - down a road toward a new level of performance and a new way of thinking about and doing training.

Sincerely,

Robert O. Zimmerman

PS: If you're fed up with tedious lectures on "ROI of Training" you'll really applaud our new methodology. There's nothing at all complicated or impractical about it. And, thanks to our partnership with human performance consulting experts, Advantage Performance Group, it's astonishingly easy to learn and apply.

" Research shows that 85% of all training has zero impact on job performance.* We'll help you defeat those odds!"

Sad to say, of the \$70 billion or so that organizations budget on formal training, only 15% pays off in terms of improved job performance.

Why? Because training is too often pigeonholed as an "event delivery activity"—removed from the accountability for business results that is reserved for line management. And when it comes to bottom line results, the reality is even worse.

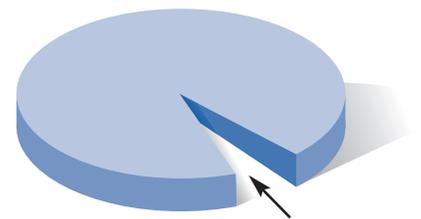
High Impact Learning™ succeeds where other initiatives have failed, by building a strategic linkage between training professionals and the business units they support.

Our methods and tools help you leverage your efforts where they are most likely to lead to the attainment of key

business goals, and reinforce them with the learning and performance support measures that will best ensure results.

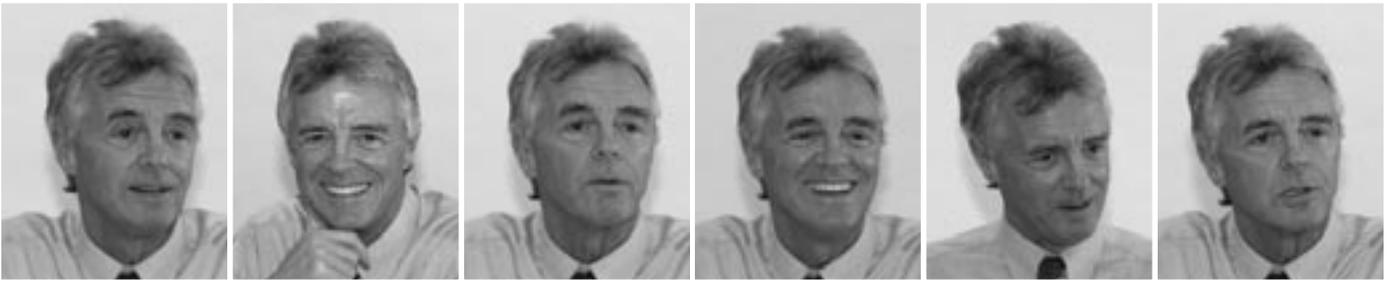
The result is a quantum increase in the return on training investments, reduced learning-to-performance cycle time and an opportunity to apply your creative energies toward breakthrough innovations rather than busy work..

85% NO impact on job performance



15% Documentable impact on job performance

* Tannenbaum and Yukl: *Training and Development in Work Organizations*



“ Get ready for a transformational journey. Here’s what’s in store for you during our three days together.”

Set your expectations high. *High Impact Learning™* is transforming the work of training, and earning training leaders full partnership status in enterprise planning and decisionmaking. During this intensive three-day experience you’ll master a full suite of tools and techniques, supporting the entire learning and performance management lifecycle, including:

1. The "Impact Map" – *no more analysis paralysis!*

Too many training initiatives bog down in tedious "needs assessments" that wind up outlasting the needs they are supposed to address. So you’ll learn an astonishingly powerful shorthand way of sizing up training needs and prototyping solutions on the fly.

Impact Mapping makes it easy to swiftly diagram the connection between employee capabilities, performance requirements and desired results on the job. It’s especially powerful in complex organizational settings where the effect of training any population must be understood in the context of other work units they influence and depend on.

With Impact Mapping comes an accelerated discovery process for eliciting business goals, critical business issues and critical work processes within the organization. You’ll learn how to:

- ✓ Size up whether a proposed training initiative is really worth doing
- ✓ Defend the intent of a given training initiative to top management
- ✓ Communicate requirements for performance support both prior to and subsequent to any training activity
- ✓ Link "soft skills" training to specific performance and business goals

- ✓ Determine what must be measured to assess whether the training is working
- ✓ Reframe the perception of the training function from "event delivery" to an emphasis on performance and business results.

2. "Learner Intentionality" – *training relevancy made easy*

The intentional learner is one who arrives at training armed with a concrete reason for attending and a sharp focus for how the training will be used.

Without these intentions, research has shown that there is little hope that even elegantly formulated instruction will be absorbed or transferred to the job.

"High Impact Learning is a must if you want to make a difference to your clients' bottom line."

*Janet Costales
Director, eLearning Solutions
Compaq Computer Corporation*

Our *High Impact Learning™* method provides a process for involving learners and their managers well before any training takes place. You’ll learn how to create a fervent expectation that drives learners to prepare in advance of training, make the very most of their training time and organize their work as a "test bench" to refine, reinforce and apply the learning until it is part of their second nature.

In creating "Intentional learners", you'll also benefit because:

- ✓ Each learner brings his or her own personal learning and job application objective to the training experience.

"The results were so impressive, our Chief Learning Officer has required all of our new initiatives be measured using the Success Case Evaluation method."

*Barbara Smith
Manager Worldwide Sales Learning
Delta Airlines*

The result is individualized learning - even if the course content is common across a broad trainee universe

- ✓ Intentional learners are empowered learners,

able to edit out elements of the learning that don't apply to them and delve more deeply into content that is relevant and worthy. They will extract value from even average course content - and not tax the system for "recreational" learning.

- ✓ Intentional learners negotiate with their managers around performance expectations, learning requirements and how new skills will be refined and tested. As a result, both learner and manager feel jointly culpable for results.

3. "Performance Support" – putting an all-court press on productivity

Trying to solve deep-seated performance problems with training-only solutions is an invitation to failure. **Why?** Because the greater the need for change, the more resistance that will be encountered in the work environment.

More than "blended learning", what's required is a solution that incorporates a blend of learning and performance support measures to reinforce desired job behaviors well after formal training has taken place.

With *High Impact Learning™* you'll acquire a framework for identifying performance obstacles and for incorporating useful tools (e.g. e-learning, collaboration software and EPSS (electronically enabled performance support systems) into the learning solution.

In addition, since managerial support and feedback is crucial in ensuring that learning is retained and applied to the job, you'll learn how to engage managers and turn them into enthusiastic performance support advocates from the outset.

Finally, since some obstacles to performance are intrinsic to the work environment, you'll learn how to identify and

“ Finally a development experience for HRD professionals that models everything superior training should be. ”



Our High Impact Learning™ workshop is involving, participative and fun—combining self-assessments, simulations, games, role-plays, discovery maps and other cutting edge learning approaches. Guided application exercises give you a running start in applying the learning to your personal work situation. You'll walk away armed with all of the know-how, action plans and tools you need to succeed.

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| <p>I. Introductory Presentation:</p> <ul style="list-style-type: none"> – What is <i>High Impact Learning</i>? – How and why does it work? <p>II. Baseline Training Self-Assessment:</p> <ul style="list-style-type: none"> – Training impact on business results – Application of learning to the job <p>III. Dramatic Enactment:</p> <ul style="list-style-type: none"> – Three typical trainee profiles – Which trainee will learn more? – Which is apt to apply the learning? – Which will impact business results? – Influencing initial trainee intentions <p>IV. Small Group Simulation:</p> <ul style="list-style-type: none"> – Case situation orientation – Aligning training with business goals – Linking job roles with business goals <p>V. Team Impact Mapping Exercise:</p> <ul style="list-style-type: none"> – Who do you choose to train? – How to decide on learning content – How to build in on-the-job application | <ul style="list-style-type: none"> – How to ensure job/team results <p>VI. Business Partner Challenges, a Role-Play:</p> <ul style="list-style-type: none"> – Defending your approach – Building a compelling business case – Agreeing on how you will measure results <p>VII. Learning Continuum Simulation:</p> <ul style="list-style-type: none"> – Staking out pre-training activities – Deciding on a training approach – Building in job reinforcement <p>VIII. Business Impact Model Simulation:</p> <ul style="list-style-type: none"> – Creating learner focus and intentionality – Building and reinforcing skills <ul style="list-style-type: none"> – Creating a performance support environment <p>IX. Business Linkage Role-play</p> <ul style="list-style-type: none"> – Aligning learners with business purpose – Creating the "self conscious" learner <p>X. Training Evaluation Simulation</p> <ul style="list-style-type: none"> – Understanding "Success Case" method – Measuring the training result | <ul style="list-style-type: none"> – Tuning the performance environment <p>XII. Program Obstacles Exercise</p> <ul style="list-style-type: none"> – Trainees with low expectations – Line managers adverse to coaching – Lack of performance metrics <p>XIII. Employer Application Case Work-up</p> <ul style="list-style-type: none"> – Impact map your real scenario – Clarify business linkages – Evaluate usage, anticipate results – Scope business value <p>XIV. Role Play Internal Dialogues</p> <ul style="list-style-type: none"> – Clarifying business alignments – Linking learning with business goals – Presenting business linkage solutions <p>XV. Impact Booster Tool Exercise</p> <ul style="list-style-type: none"> – Overview of Impact Booster – Engaging with managers – Creating implementation plans |
|--|---|---|

put on the table contributing factors like:

- ✓ hiring and promotion practices
- ✓ incentives and rewards
- ✓ organizational structure and work processes
- ✓ availability of information and data

4. "Success Case" Evaluation – *satisfying the training skeptics*

When asked to justify training investments in terms of the impact on enterprise performance, training professionals have traditionally been on the defensive.

Why? Because so-called "level four" and "level five" validation methods require the tedious and impractical setting up of control groups to benchmark against trained populations. What's worse, efforts to surgically separate the impact of training from other measures that may have contributed to the results are bound to be both divisive and counterproductive.

As part of *High Impact Learning™* you'll learn about an exciting new approach to training measurement and validation we call The Success Case Method. It's based on structured interviews

with learners at both extremes of the success scale to identify what factors are most associated with high performance outcomes. The result is concrete evidence that is easily grasped and accepted by even the most skeptical critics.

Better still, you'll be able

to rapidly surface opportunities to refine both training and performance support so next-generation solutions can be rapidly prototyped and deployed.

"Brinkerhoff's concepts are our bible for responding to internal requests for training, and for meeting new business issues with learning that delivers results."

Ken Dutkiewicz
Manager, Global Learning
Steelcase, Inc.



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“ Compare our training evaluation approach to tedious ‘Training ROI’ ”

1. Assess training results while there's still time to make mid-course corrections.

"Training ROI" proponents settle for measuring the worth of a training project once it's said and done. In contrast, we provide tools that let you assess your efforts in real time, as the training is rolled out. So you have an opportunity to continually incorporate what you learn in improving the value of the training to your organization.

2. Learn from your experience, don't just measure it.

"Training ROI" focuses solely on measuring the average value of training outcomes. There's no provision for learning why the training succeeded or failed and who benefited and who did not. In contrast, our approach enables you to determine not only which aspects of your program worked best and worst, but why and for whom. So you can make intelligent decisions to improve results going forward.

3. Tune the environment, not just the training.

Conventional "Training ROI" efforts attempt to attribute human performance gains to training alone, discounting crucial environmental factors like supervision, organization design and financial rewards. This egotistical approach can distance training professionals from cohorts whose support they need. Our evaluation approach helps you fine tune training results and encourage team play by integrating both training and environmental factors.

4. Spend more time solving performance problems, less time creating a paper trail.

"Training ROI" is a tortuous process fraught with suspect data and questionable assumptions. Results seldom justify the means, and frequently fall within the statistical margin of error – which is why ROI methodology is rarely used to document other more costly, more risky, organizational decisions. In contrast, our evaluation approach is far simpler, requires no statistics background and provides superior data while there is still an opportunity to act on it.

5. Overcome the real reasons management may lack confidence in your training efforts.

If you're thinking that tedious Level Four and Level Five validation data documenting a 3000% ROI will help turn management skeptics into raving training believers, think again. More likely your research will be pooh-poohed or challenged on technicalities. Our approach helps get management on board in advance concerning the potential value of a training initiative – as well as on how success will be measured.

" Performance Management is a good thing. But you shouldn't have to resign from the training community to accomplish it. "



Our *High Impact Learning™* approach helps training professionals honor training requests as an opportunity to explore both learning and non-learning performance solutions.

There's no need to antagonize business partners by refusing to consider training as a go-in solution – or by requiring them to evaluate 14 non training-related factors that could potentially be at the root cause of a performance problem.

All that's needed is a curious mind with a good understanding of basic business principles and the ability to ask questions, gather and analyze data, and make a compelling presentation to internal business partners.

ABOUT ROBERT O. BRINKERHOFF, ED.D.

Rob Brinkerhoff is a world-recognized expert in training effectiveness and evaluation and the author of *The Success Case Method* and *High Impact Learning*. Rob consults with dozens of industry leaders and is a professor at Western Michigan University, responsible for graduate programs in human resource management. Rob is a frequent speaker at ASTD and ISPI events.

ABOUT ADVANTAGE PERFORMANCE GROUP

Advantage is the world's leading human performance consulting network. A pioneer in developing human resource interventions that result in verifiable business results, Advantage is launching a suite of tools and methods called *The Advantage Way* to support the entire learning and performance management lifecycle. Advantage clients include Microsoft, General Electric, Bristol-Myers Squibb, Toyota, Oracle and many others.

High Impact Learning™ : A Summary

- ✓ How to reframe the perception of the training function from "event delivery" to an emphasis on performance and business results.
- ✓ Why compromise your reputation for responsiveness with tortoise-like "Needs Assessments?" Try this astonishingly powerful shorthand way of sizing up training needs and prototyping solution on the fly.
- ✓ You, too, can become a "performance architect". How to simply diagram the connection between employee capabilities, performance requirements and desired results on the job – even in complex organizational settings.
- ✓ Why training that aspires to job mastery is ill-advised. Try this "strategic leverage" approach to determining learning objectives instead.
- ✓ Don't settle for trying to link training to learning outcomes. Here's a way to hard wire your efforts to actual business results.
- ✓ Why 90% of all training, including even the most brilliantly designed instruction will never be absorbed or transferred to the job. And how to make sure this doesn't happen to you.
- ✓ No more apathetic, "sent" learners. How to ensure that training participants arrive personally invested in making the most of their learning opportunity.
- ✓ Want classroom participants 100% engrossed in how they will digest and apply course content, rather than sitting back as "evaluator/critics" of your efforts? Have this discussion with their managers before hand.
- ✓ How to get learners with varying skill levels and job responsibilities to individualize a common learning experience to their unique reality. No need to spend a fortune on course customization.
- ✓ How to ensure that training is really transferred to the job and put into practice.
- ✓ How to get managers to understand that classroom learning needs to be reinforced with on-the-job coaching and performance support and eagerly do their part to ensure a satisfactory training outcome.
- ✓ Forget about "butts in seats" and "cost per hour of instruction." Here's how to get yourself evaluated on your contribution to the success of your organization.

"Simple, powerful, with elegantly practical methods and tools."

*James M. Danko
Associate Dean
Tuck School of Business
(Dartmouth)*

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WAYS TO ENROLL SESSION SIZES ARE LIMITED – PLEASE RESERVE NOW!

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(NECESSARY FOR CONFIRMATION DETAILS-PRIVACY ASSURED!)

TUITION

\$1995

\$1795 (ASTD, ISPI or SHRM members)

Team Discount (4th individual from your organization attends for free)

VIP NUMBER

- Please include your VIP Customer Number as it appears above the name on the mailing label.

METHOD OF PAYMENT:

(NOTE: FULL ENROLLMENT FEE DUE AND PAYABLE PRIOR TO START OF WORKSHOP)

Check payable to Advantage Performance Group is enclosed

Charge my: Visa MasterCard American Express

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EXP. DATE _____

SIGNATURE _____

Bill my organization; Attn: _____

- ➔ Check in begins at 8:30 AM, Workshop hours, 9:00 to 5:00
- ➔ All workshops personally led by Robert O. Brinkerhoff, Ed.D.
- ➔ Continental breakfast, and snacks provided, lunch on your own

CANCELLATION/SUBSTITUTION POLICY:

You are welcome to substitute another individual at any time. If you find you must cancel your registration five or more business days prior to the workshop, your registration fee will be refunded less a \$10 enrollment service charge.

" You'll leave this workshop ready to roll – with a Level One certification and tools worth \$400 you can apply on the job immediately."

Who wants to walk away from a professional development experience with a bunch of theory that's impossible to apply. So we've made sure you'll "graduate" from our *High Impact Learning™* workshop with everything you need to hit the ground running. First off, we'll certify you in the use of our "Impact Booster" - a remarkable tool that helps you engage line mangers as full fledged partners in linking learning activities with business priorities.

What's more, we'll provide you with \$400 worth of "Impact Booster" tools to take back to the job with you - as well as a deployment plan so your first *High*

Impact Learning™ initiative yields the kind of sensational results that gets people clamoring to work with you. Finally, we'll provide you with free post-workshop "shadow consulting" - up to three dial-up engagements from me or one of my senior associates - to help you over any growing pains you encounter applying *High Impact Learning™* to your organizational setting.

“Should you accept my workshop invitation? Envision these 11 reasons why!”

- 1. Training is invited to the Big Meetings** and included in important discussions around business issues, strategies and plans.
- 2. You are able to easily deflect** efforts to rope you into throwing training at a problem that is better solved another way.
- 3. People seek you out with business challenges** - rather than imposing on you with packaged programs that vendors have been sweet-talking them about.
- 4. You are able to rapidly size up training needs** and to prototype solutions on the fly. No more tortoise-like "Needs Assessments" that outlast the needs they are supposed to address and compromise your reputation for responsiveness.
- 5. Training participants arrive eager to learn** and pre-sold on the value of the learning to their job performance and career success.
- 6. Skills learned in the classroom** are actually taken back and used on the job.
- 7. Line managers finally get it!** They are committed to coaching and reinforcing back on the job and understand the link between their support and employee performance.
- 8. You are able to rapidly document the bottom line value** of your training, even to your most skeptical critics. No more having to defend yourself based on simplistic "smiles scores" or ungainly 4th level validation studies.
- 9. You're evaluated based on your contribution** to the success of your organization rather than activity-based factors like "butts in seats" and "cost per hour of instruction."
- 10. Not only are your efforts recognized** across your organization, but at the end of the day you feel a personal sense of achievement in a job well done.
- 11. Your training budget is approved** – the first time.



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