

### Assessment 14-2: Training Ain't Performance Organizational Evaluation

| Dimension                                   | State A                                                                                                          | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | State Z                                                                                                                                                    |
|---------------------------------------------|------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|---|---|---|---|----|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Our mission                                 | To train learners based on client requests, stated needs, and/or organizational decisions                        | — | — | — | — | — | — | — | — | — | —  | To build and support performance in ways all stakeholders value                                                                                            |
| How we are viewed by management and clients | Primarily as deliverers of knowledge and skills content                                                          | — | — | — | — | — | — | — | — | — | —  | Primarily as experts and partners in helping achieve desired, valued performance from people                                                               |
| Work style                                  | Reactive; gatherers of training requests/requirements, and deliverers of instruction according to client demands | — | — | — | — | — | — | — | — | — | —  | Proactive; partner-consultants helping clients select and apply a range of interventions that build and support performance success                        |
| Products and services                       | Training programs and curricula; manuals and reference guides for learning                                       | — | — | — | — | — | — | — | — | — | —  | Performance gap analyses; consulting services to improve and support performance; broad range of performance support interventions; performance evaluation |
| Needs assessment process                    | Gather leader and client perceptions of training and development needs                                           | — | — | — | — | — | — | — | — | — | —  | Front-end analyses; performance discrepancy analyses; business case/return-on-investment studies                                                           |
| Evaluation process                          | Measure learner reactions to training; provide statistics on numbers trained/certified                           | — | — | — | — | — | — | — | — | — | —  | Demonstrate bottom-line performance, business value, and return-on-investment                                                                              |
| Accountabilities                            | We are measured on how well and how many we train                                                                | — | — | — | — | — | — | — | — | — | —  | We are measured on our bottom-line impact—our measurable contributions to organizational goals and objectives                                              |