

Assessment 2-2: 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