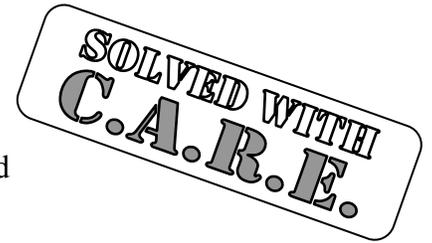**Business Process**

Two types of change occur in organizations:
1. Structural or procedural (organizational) change, and
2. Knowledge, skill, or attitude (behavioral) change.
We effect behavior change.

Our goal is to engage with you and your workers in successful actions that result in your people managing themselves differently. We create "tomorrow" rather than fix "today".

The process we follow to ensure your situation is solved with C.A.R.E. is:

Phase 1:   Collaboration / **Collaborate**

All stages of our business process involve work in collaboration with you, our client. This stage, especially, is a collaborative effort. We operate in collaboration with your people by adjoining our expertise in effecting behavioral change. We use proven professional development and adult learning techniques with your managers' knowledge of your organization. Problem-solving is a joint undertaking. Rather than solve your problems for you, we apply our experience to help your people solve problems.

Actions taken in this stage include:
- Identify the situation or problem.
  - Client states the problem.
- Perform a needs assessment.
  - Identify decision-makers for current situation.
  - Talk to people within your organization, at affected levels.
    - > Interview decision-makers.
    - > Interview workers / employees.
    - > Interview managers / supervisors.
    - > Interview Board members, if applicable.
    - > Interview clients / customers.
    - > Interview lost potential (why did they <u>not</u> do business with you?)
- Summarize findings through a data analysis.
- Construct situation statements: What is the real issue?
- Identify results that indicate success.
  SMART = Specific, Measurable, Attainable, Realistic and Relevant, and Time-committed.
  - Results are evaluated at the end.
- Identify KSAs to change or develop: Knowledge, Skills, or Attitudes.
- Develop action plan to resolve together.
  - May determine a mix of actions.
Why?
- To learn your organizational environment.
- To perform a SWOT analysis.
  - Strengths, weaknesses, opportunities, threats.
- Together we identify what is the <u>real issue</u> to resolve.

Phase 2:

Action / **Act**

- Develop materials
  - Specific to client situation.
  - COTS – Commercial Off-the-Shelf.
  - Derivative.
- Deliver the appropriate program(s).
  - Speech / keynote.
  - Training.
  - Workshop.
  - Seminar.
  - Retreat.
  - Consultations.

Primary deliveries, as appropriate

Phase 3:

Reinforcement / **Reinforce**

- Teleseminars.
- References.
- Products.
- One-on-one coaching.
- Surveys.
- Others (as appropriate).

Why?

- Unrealistic to expect behavioral changes after a single exposure (primary deliveries).
- Need repetitive reinforcement to effect change—personal or professional.
- Change occurs over time.

Phase 4:

Evaluation / **Evolve**

- Follow-up.
  - Evaluate against SMART results to determine success.
  - Deliver referrals and testimonials.
- New business; recommendations; testimonials.
  - Identify outstanding / new issues and opportunities.
  - Secure and sign-off on proprietary intellectual property, as appropriate.

In summary, we want to build a long-term relationship with you. We are not interested in hit-and-run solutions. We make differences and provide value. We work with you to help you solve people situations rather than solve them for you. Solutions last longer and have more significant impact when the people involved are part of the entire process, buy-in to their own solutions, and learn to drive their own successes rather than be given rides.

Addendum for Corporate Learning / Instructional Systems Design Clients

Our experiences with corporate learning and instructional systems design cause us to ensure our training is developed using an ISD (instructional systems design) process typically taught in education programs as ADDIE:
- Assess (needs assessment).
- Design (the content, based on the needs gap).
- Develop (the course materials).
- Implement (facilitate the learning process).
- Evaluate (to determine changes; effectiveness; alternatives).

We believe in the term "facilitate the learning process" rather than "train" because we incorporate the Experiential Learning Cycle (David Kolb) into the content delivery design. We make every effort to ensure that the programs we offer:
- Provide concrete experiences (1).
- Enable participant observation and reflection (2).
- Encourage forming abstract concepts / theories / patterns (3).
- Cause participants to apply learning to new situations / back on the job (4).
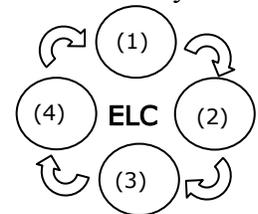
Limited copies of a white paper – a two-chapter excerpt written by Sylvia Henderson, Founder and CEO of Springboard Training, from the collaborated volume "Creativity in Training" (ICFAI University Press) – are available upon request. Bulk copies may be ordered via an e-mail request to Sylvia@SpringboardTraining.com for $7.00 each (the cost of production and shipping).

Newsflash!

Sometimes training is an incomplete or inappropriate solution to human performance issues. Performance is also influenced by a person's motivation, resources provided, or leadership / counseling / coaching given. If training, workshops, seminars, or reference tools are inappropriate or incomplete solutions for your employee performance needs, we will work with you to determine and provide the solutions that are appropriate.

Sylvia Henderson
CEO, Springboard Training
"Your springboard to personal and professional development!"