

### **Module 3: Improving Human Performance**

#### **1. Human Performance Improvement**

- Purpose and Goals of HPI
- Differences Between HPI and Training
- Factors That Affect Human Performance
- Human Performance Models
- Integration of HPI Parts
- Differences Between Improving Performance Versus Providing Specific Solutions
- Relationship Between the Big-Picture Goals of an Organization and the Initiative
- Role of Strong Change Management

#### **2. Business, Performance, and Gap Analysis**

- Business Analysis
- External Analysis
- Performance Analysis
- Project Scope
- Measurement Criteria and Desired Performance Outcomes
- Constraints Analysis
- Cultural Analysis
- Gap Analysis
- Workflow Analysis
- Analysis Tools
- Human Resource Needs Forecasting

#### **3. Root Cause Analysis**

- Root Causes
- Tools for Root Cause Analysis
- Importance of Gathering Data

#### **4. Intervention Selection and Implementation**

- Intervention Selection Overview
- Population Analysis
- Resource Analysis
- Potential Solutions
- Improving Structure and Process
- Improving Resources
- Improving Information
- Improving Knowledge and Skills
- Improving Motives
- Improving Wellness

- Decision-Making Matrixes and Methods
- Common Mistakes
- Change Management
- Budgeting and Cost
- Importance of Describing Solutions
- Ethics and Integrity
- Networking

#### **5. Measurement and Evaluation**

#### **6. Change Management**

#### **7. HPI Models**

- ASTD HPI Model
- Alternate Models

#### **8. Systems Thinking and Theory**

- Systems Thinking
- Cultural and Global Awareness
- Mergers and Acquisitions Management
- Industry Knowledge
- Broad Company Knowledge
- System Archetypes

#### **9. Group Dynamics Process**

- Issues Associated With Group Dynamics
- Tuckman Model
- Cog's Ladder

#### **10. Facilitation Methods**

- Facilitation and Team Development
- Questioning Techniques
- Meeting Management
- Process Mapping
- Process Improvement Methodologies
- Decision-Making Methods and Processes
- Group Dynamics, Observation, and Intervention
- Nominal Group Technique

#### **11. Questioning Techniques**

- Open- and Closed-Ended Questions
- Socratic Method
- The Importance of Being Nonjudgmental

12. **Project Management Tools and Techniques**

13. **Communication Channels, Informal Networks, and Alliances**

14. **Glossary**

15. **Answer Key**

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