Why Doers Do –
15 Years Wiser

David Wile, Sr. Senior Partner
The Iago Group
David Wile

- 20+ years experience in business process improvement with companies of all sizes and industries in the US, UK, Ireland, Canada, and India
- M.S. in Instructional & Performance Technology from Boise State University
- MBA from the University of New Hampshire (adjunct professor)
- Certified Six Sigma Black Belt from the American Society for Quality (ASQ)
- PMP through the Project Management Institute (PMI)
- ITIL-certified through Pink Elephant
- Prior companies: Liberty Mutual, Aon Consulting, VCampus eLearning, the New Hampshire SPCA, Enterasys Networks, Gov’t of Nova Scotia, Canada
- Spoken at industry conferences hosted by ASQ, Pink Elephant, the IT Service Management Forum (itSMF), and the International Society for Performance Improvement (ISPI)
- Contact: www.iagogroup.com
Initial Research
Problem to be Solved

Input

? \[\Rightarrow \]

Process

Output

Behavior (doing the job)

Performance (work product)
## Previous Research

<table>
<thead>
<tr>
<th>Gilbert</th>
<th>Rossett</th>
<th>Harless</th>
<th>Spitzer</th>
<th>Mager</th>
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Initial Survey

- October 2009
- invitation to LinkedIn contacts & UNH MBA students / alum
- As part of research I’m doing, I’d appreciate you taking 30 seconds to reply to this email question: What does a person need to perform well at work? List as many as you want. Please don’t overthink this; just provide me your initial reaction.
"What Do People Need in Order to Perform?" (n=241)

<table>
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<td>talents</td>
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New HPT Model
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Feedback (part of Management)

Behavior (doing the job = verbs)
Performance (work product = nouns)
1. Tools
- Access
- Calibration
- Maintenance

2. Environment
- Sensory
- Physical safety
- Proximity of resources
- Ergonomics

3. Incentives
- Financial
- Material
- Privileges
- Symbolic

4. Information
- Communications
- Policies
- Processes

5. Job Aids
- Procedure support
- EPSS

6. Management
- Clear reporting
- Appropriate workload
- Interesting, meaningful work
- Clear expectations
- Feedback
- Advocacy

7. Leadership
- Empowerment
- Motivation (external)
- Affinity
- Access to people
- Ability to advance
- Stability-change balance

8. Skills / Knowledge
- Education
- Training

9. Talents
- Physical
- Intelligence
- Emotional
- Motivation (internal)
Index of HPT Health

http://www.iagogroup.com/research.asp
HPT Health by Sub-Category

The chart shows the health of different sub-categories in the HPT framework.

- **Tools**: Access, Calibration, Maintenance
- **Environment**: Sensory, Safety, Proximity, Ergo
- **Incentives**: Financial, Material, Symbolic
- **Job Aids**: Tools
- **Information**: Communication, Policies, Process
- **Management**: Reporting, Workload, Meaningful, Expectations, Feedback FORM, Feedback INF
- **Lead**: Encouragement, Trust, Teamwork, Empowerment, Change, Access, Growth, Skills, Education, Training
- **Skills**: Talents

The chart displays the relative health levels of these sub-categories, indicating areas that may require focus for improvement.
HPT Health – Worst to Best
HPT Health – The Worst

- Inf - Process
- Incent - Material
- Job Aids
- Skills - Training
- Lead - Empowerment
- Mgt - Workload
- Incent - Financial
- Tools - Calibration
- Incent - Symbolic
- Tools - Maintenance
- Lead - Change
- Env - Sensory
- Mgt - Feedback FORM
- Inf - Policies
HPT H

Info - Communication
Env - Ergo
Lead - Trust
Tools - Access
Lead - Grow
Env - Safety
Talents
Mgt - Expectations
Env - Proximity
Lead - Teamwork
Mgt - Feedback INF
Mgt - Reporting
Lead - Encouragement
Lead - Access
Mgt - Meaningful
Skills - Education
Awareness : Health Correlation

**Good**: High Awareness of **Good** Health
- Leadership
- Management

**Concern**: Low Awareness of **Poor** Health
- Job Aids
- Information
- Incentives

**Keep a Watch On**: Low Awareness of **Good** Health
- Talents
- Skills / Knowledge
- Environment
- Tools
Practical Application
# 1. Alignment with HPT Specialists

<table>
<thead>
<tr>
<th>Section</th>
<th>Specialties</th>
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<tbody>
<tr>
<td>1. Tools</td>
<td>Procurement, Finance, IT</td>
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<tr>
<td>2. Environment</td>
<td>Facilities</td>
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<tr>
<td>3. Incentives</td>
<td>Compensation, HR, Org Behavior</td>
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<tr>
<td>4. Information</td>
<td>Corp Comm, Six Sigma, Legal</td>
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<tr>
<td>5. Job Aids</td>
<td>Tech Writers, Six Sigma</td>
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<tr>
<td>6. Management</td>
<td>Management, HR, Metrics,</td>
</tr>
<tr>
<td>7. Leadership</td>
<td>Org Behavior, Training</td>
</tr>
<tr>
<td>8. Skills / Knowl.</td>
<td>Training, Educators</td>
</tr>
<tr>
<td>9. Talents</td>
<td>HR, Corp Psychologists</td>
</tr>
</tbody>
</table>
1. Reset Roles

**Role Today** → **Athletic Reset**

performer → athlete (shared stake in performance)

manager → coach

HPTist → trainer

HR specialist → team doctor (when trainer needs)

HPT specialists → specialist physicians (expensive, only when needed)
Human Performance Assessment

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