

1. Record Nr.	UNINA9910790872103321
Titolo	Performance consulting : applying performance improvement in human resource development // William J Rothwell, editor
Pubbl/distr/stampa	San Francisco : , : Jossey-Bass, , 2013
ISBN	1-118-75034-9 1-118-41627-9 1-118-41911-1
Edizione	[1st edition]
Descrizione fisica	1 online resource (530 p.)
Altri autori (Persone)	RothwellWilliam J. <1951->
Disciplina	658.3/14
Soggetti	Performance technology Employees - Training of Personnel management
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Description based upon print version of record.
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Cover; Title Page; Copyright; Contents; List of Tables, Figures, and Exhibits; Preface; Acknowledgments; About the Editors; Part 1 Thinking Beyond Training; Chapter 1 Why Training; The Changing Face of Training; A New World; Intel Case; IBM Case; From Training to Performance Consulting; Training's Limitations; The World of human Performance; A Brief History; Implications; Chapter Summary; Chapter 2 Moving Toward Performance Consulting; Introduction; The Evolving Nature of work; Standing on the Shoulders of Giants; Thomas F. Gilbert; Robert F. Mager; Dale M. Brethower; Joe Harless Geary Rummier Donald T. Tosti and Stephanie F. Jackson; Roger Kaufman; Key Terms in Performance Consulting; Major Premises in Performance Consulting; Consulting; Skills and Competencies; Performance Consulting Roles and Responsibilities; Ethics and Performance Consulting; Chapter Summary; Chapter 3 Role Transformation; Chapter Objectives; Issues in Role Transformation from Training to Performance Consulting; The Organization's Role to Ensure the Success of Performance Consulting (PC); The Impetus for Change: Is It Good, Necessary, and Possible? Competencies for Change: What Drives the Change Effort?

Communicating Change: How to Communicate It?; Transforming Everyone into Performance Consultants; Chapter Summary; Part 2 Problems and Opportunities in Human Performance; Chapter 4 Analyzing the Present; Chapter Objectives; Analyzing the Present; How to Look at the Present; What Should Performance Consultants and Clients Do to Analyze the Present?; What Is the Need?; What Need for Change Is Apparent, and How Is It Perceived?; Data Gathering Process and Methods; Interviews; Focus Groups; Surveys (Paper/Phone/Online); Observation  
Document Reviews Data Analysis Methods; What Competencies Are Needed to Analyze Present Conditions?; Chapter Summary; Chapter 5 Envisioning the Future; Chapter Objectives; "Envisioning the Future"; Why Envisioning Is Vital; How to Foresee a Desired Future; What Performance Consultants and Clients Should Do to Envision the Future; Gathering Information for the Future; Competencies Needed for Envisioning the Future; Chapter Summary; Part 3 Initiating Performance Consulting; Chapter 6 Gap Clarification; Chapter Objectives; What a Performance Gap Is; Why Gap Analysis Matters  
How Performance Gaps Are Identified Inquiry and Communication with People; Monitoring and Interpreting Data; How Performance Gaps Are Clarified; Competencies Needed to Assess Gaps; Chapter Summary; Chapter 7 Prioritizing Gaps; Chapter Objectives; What Is Importance?; How to Prioritize; By What Criteria?; Who Decides?; Changing Priorities; Why Prioritization Is Necessary; Competencies Needed for Prioritizing; Chapter Summary; Chapter 8 Identifying the Root Causes of Performance Gaps; Chapter Objectives; Causes of Human Performance Problems; Symptoms, Causes, and Consequences  
Root Causes and Root Cause Analysis

---

## Sommario/riassunto

Improving individual and organizational performance is imperative to establishing and maintaining a high performance workplace, developing intellectual capital, promoting productivity, and enhancing profitability. Organizations must be flexible and agile in approaching business strategies. Against this backdrop, the time has come to revisit the role of training, HRD, and instructional design in today's organizations. Performance Consulting: Applying Performance Improvement in Human Resource Development is a leading-edge text that maps to existing curricula and syllabi, as well as real

---