

A message from our president,  
Paul H. Elliott, Ph.D.



Welcome to the second issue of The Exemplar. The first was warmly received and it was good to hear from many friends and colleagues who reconnected after receiving the first issue. I hope that you and your business are having a great year!

Exemplary Performance just completed its first year of existence and has had a roaring start. The current quarter is exceeding all of our expectations in terms of:

- a broadening client base
- the nature and range of projects, and
- revenue.

We have been actively engaged in projects this quarter literally around the globe. Our team visited eighteen different countries in April alone.

We have been helping our clients improve performance in sales and operations. We have supported efforts to shorten time to competence for new hires and helped incumbents reach new levels of performance. We are currently supporting a key federal agency respond to large scale incidents, including terrorism, more effectively and efficiently. And along with the value we are adding to our clients, our team is having fun working together to grow personally and professionally.

What does the future hold for Exemplary Performance? Currently we are exploring adding an office in the western region of the U.S., expanding our employee base, and adding a broader range of consultants. **We want to position EP as the first choice for organizations who want to optimize organizational performance by leveraging their human capital.**

On another front, Outcome Systems, LLC, where I'm a partner, is releasing Performance DNA Desktop™ at ASTD's International Conference and Exposition in Orlando next month. Stop by Booth 230, where I will be, or the ASTD store to check it out. If you will be in Orlando, give me a call and let's catch up.

Hope to see you in Orlando!!!

Paul Elliott, Ph.D.  
President

## Let's Talk About Exemplary Performance!

### *Recent projects have literally taken us around the world...*

Exemplary Performance has traveled globally to interview 'star performers' and advise clients on improving the level of performance for their employees. Take a look at our itinerary for April alone:

- Asia, including China, India, Japan, Korea, and Taiwan
- Europe, including Denmark, Germany, Ireland, Italy, Sweden, Switzerland, and The Netherlands
- The United Kingdom and Israel
- Latin America, including Brazil, Chile, Columbia, and the Dominican Republic
- Three provinces in Canada
- Plus seventeen states, Washington, D.C. and Puerto Rico.

Part of May is dedicated to our project teams recovering from jet lag!

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ASTD is partnering with Outcome Systems to introduce **Performance DNA Desktop™**. This new software package is based on the paper tools introduced in ASTD's HPI workshop entitled Analyzing Human Performance. Taking a systematic approach to identifying the key factors of high performance, **Performance DNA Desktop™** will help to drive measurable bottom-line results, while significantly reducing the effort required in analysis projects. This is a fully integrated, menu driven process for the analysis of human performance that easily runs on your laptop, and you don't need to be a genius in human performance technology to use it.

The software tools are based on the paper-based Performance DNA analysis tools, which are already being used in over 12 countries by more than a thousand people in just over a year since their initial release. The response to these tools has been tremendous!

Outcome Systems will be in Booth 230 at the ASTD Conference in Orlando, Florida featuring **Performance DNA Desktop™**. Contact OS for pricing incentives that are available and a free 14-day trial, your first step to HPI freedom.

*See the advertisement on page two for additional information.*

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Finally, we want to boast a bit about one of our team members and his commitment to **exemplary performance**. Jason Mitchell, one of our part-time team members, gave an extraordinary performance in the Boston Marathon on April 18th. He finished in the top 3.5%, with the time of 3:00:37. Jason, you are most certainly a 'star performer'.

**Way to go, Jason!**

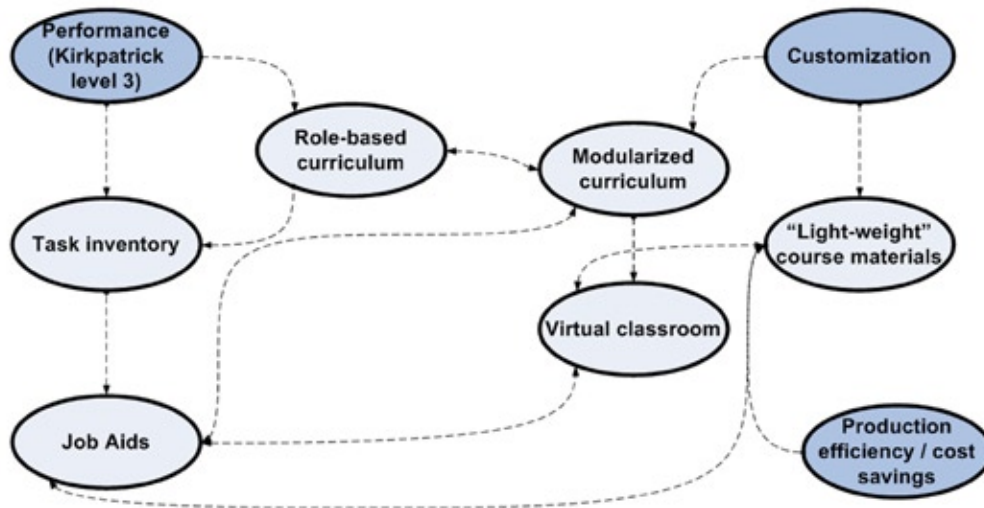
## Product Training for Performance and Profit

After years of articles, books, and different evaluation strategies, the case for calculating training return on investment (ROI) still often rests on an assumed correlation between a training intervention and actual business results. In “for-profit” software product training, profitability comes from cutting costs and expanding the market (butts in seats). This is a story of how one software company followed an alternative path to profits by following the principles of human performance improvement.

### Build It and They Will Come

Initially, our efforts had been based on three drivers:

- **Expand the evaluation context**, to create training that would verifiably improve *performance* on the job (Kirkpatrick level 3).
- **Create training that could be efficiently customized** to correspond to each customer’s particular software implementation and processes.
- **Reduce costs and development time.**



We started by creating a task inventory that mapped tasks and software functionality to roles. Based on this inventory, we broke up existing monolithic courses into a modularized curriculum so modules covering common tasks were shared across role-based curricula. To break through the logistical constraints of classroom-based training, we built an infrastructure for synchronous online training (a virtual classroom) and began populating it with bite-sized modules. By early 2002, 70% of our curriculum was being delivered in this way.

*(Continued on next page)*

## UPCOMING CONFERENCES

- **American Society for Training and Development (ASTD) 2005 International Conference & Exposition**  
 Orlando, Florida, USA  
 June 5th - 9th  
[www.astd.org](http://www.astd.org)
- **Release of Performance DNA Desktop™**  
 Orlando, Florida, USA  
 June 5th - 9th  
[www.astd.org](http://www.astd.org)
- **Case study entitled 'Making the Exemplary Normal' featured in ASTD's magazine T&D**  
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Concurrently, our company had increased its focus on profitability. In the training department, while we hoped the changes just described would grow our training market, our response to the profitability squeeze was increased *production efficiency* and *cost savings*. This manifested itself mainly in the move away from published student guides with scripted exercises to scenario-based exercises supported by *job aids*. The job aids could be produced quickly and *easily customized*. In addition, these “*light-weight*” *materials* could easily be downloaded by customers enrolled in modular *virtual classrooms*.

### Changing the Way We Do Business

By the spring of 2003, despite our best efforts, neither the training function nor the company as a whole had achieved profitability. It was time to examine the way we did our business. We convened in a conference room for two days. Everything was on the table for discussion. Looking back over the previous three years, it seemed that we had tried everything and yet the hard truth was that, even in the good times, we had rarely shown even a small profit. It was time to fundamentally reconsider our business.

Over the previous year, a few of us had become involved in human performance consulting and had even conducted performance analysis on some end-users of our software. Also, our little cadre had begun using a formal alignment process when responding to customer requests for training. In doing so, we changed the conversation from a negotiation over price and scheduling to one about how our department could help customers maximize their investment in our software by making their users more productive sooner.

As we considered this approach in our meeting, we realized that this shift from being a vendor of training to a readiness and productivity consulting service could radically transform and improve our value proposition. The efficiency and flexibility gains we had made in our traditional training function could be naturally leveraged to support this new value-added service. Our proposal was based on the following premises:

- We provide customers with a service, not products: Our focus had been on building, marketing, and delivering training. However, our ‘value add’ was helping customers understand and address human performance issues involved in the initial and advanced implementation of our company’s software.
- Training is part of a solution set, not a specific need: Training is only one possible intervention that we can provide based on a goal-oriented analysis of requirements for a successful software implementation.

### Implementing this approach meant transitioning the following internal roles:

- Education Consultant (formerly Instructor) – individuals in this role would:
  - o Conduct performance analyses and provide customers with readiness and productivity plans
  - o Conduct user and train the trainer (T3) workshops
  - o Facilitate communities of practice
- Human Performance Technologist (formerly Instructional Designer) – individuals in this role would:
  - o Partner with Education Consultants to perform analyses and develop readiness and productivity plans
  - o Conduct follow-up evaluations and analyze results
  - o Develop/assemble custom performance interventions

I would like to report that we made the leap from being a training vendor to performance consulting without a hitch. Unfortunately, for most of those in the training department, the gap was too wide. However, those of us who had made the transition did take the point on developing high-value relationships with new customers. We were rewarded not only with contracts to provide training but also with a deeper dialog that led to opportunities that would not have been exposed in our earlier transactional model.



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<http://www.worthyperformance.com>

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