



## Ideas At Work:

### Training Plan for a New System

#### The Opportunity

An organization had plans to introduce significant changes to their annual performance management process and performance appraisal form. The previous process focused on goal setting and results while the new process would broaden the focus to include personal development, competency development, and continuous two-way feedback.

#### The Ideas

Shoop recognized that:

- The new process would require a culture change.
- New information needed to be shared with employees throughout the year-long process.
- To ensure that employees would retain the knowledge/skills that they needed under the new process, we needed to develop a process that spanned over the course of the year.
- The training sessions needed to be kept short.

#### The Results

We developed a “just-in-time” and “just enough” training plan. Each training session provided employees with the knowledge and skills they needed just before the skills would be formally applied. In addition, the training program was limited to four, focused training sessions.

The program resulted in a continuous learning program that began to shift the corporate culture from one that focused solely on results to one that considered not only what was accomplished but how it was accomplished.