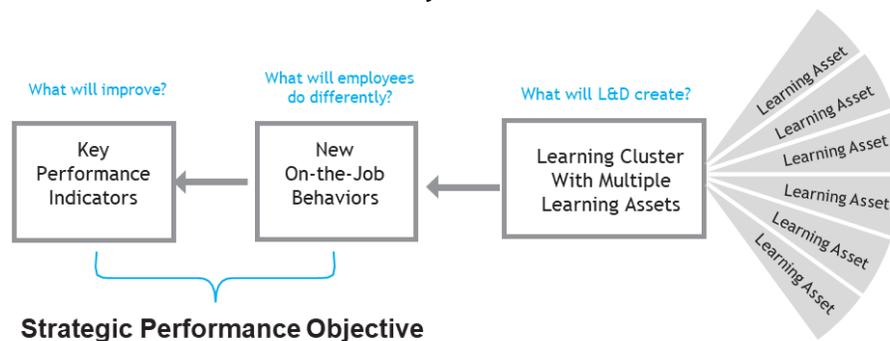


Change On-the-Job Behavior Tool

Objective of This Tool: Create the *strategic performance objective* (SPO) to articulate 3-7 on-the-job change goals for the learning cluster using a reverse-engineering process, starting with the business results you expect to improve.

Instructions:

1. Obtain inputs for the SPO template through interviews of project stakeholders and customers.
Ask questions such as:
 - What is the business consequence if the performance gap isn't closed? What is at risk?
 - What would it look like for the target learner group if they closed the gap?
 - After this initiative is deployed, what might you expect to see in the workplace that is different than what is happening today?
 - What behavior changes (list 3-7) are the biggest drivers for reducing the "business pain"?
2. Fill in the SP template, being sure to
 - Use active, measurable verbs at the beginning of each on-the-job behavior (use Bloom's Taxonomy or other learning objective models to help guide you).
 - Confirm that the benefit can ultimately be related to a better bottom line, financially.



Strategic Performance Objective Template

By improving _____
[name the skill or performance gap]
for _____,
[name the target learner group]
the business will benefit by _____.
[describe which KPIs will improve, such as cost, volume, competitiveness, time, etc.]

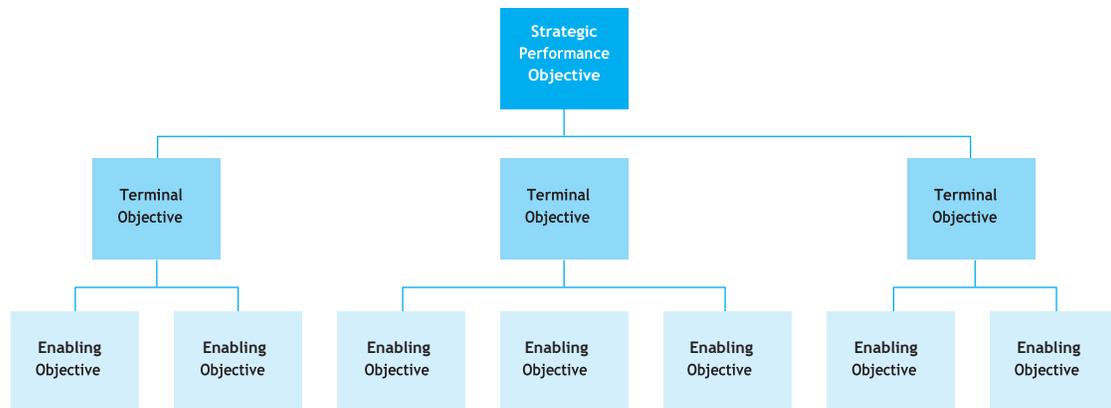
On the job, we will see learners: [list 3-7 visible behaviors they will do differently as a result of using the learning cluster]

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Instructions: (continued)

3. Use the SPO rubric below to confirm the quality of your SPO

4. Later, during the Surround Action, form the terminal objectives and enabling objectives that the learning cluster’s multiple learning assets will address to help everyone achieve the SPO.



Rubric for Strategic Performance Objectives		
By improving _____ [performance gap] for _____ [who], the business will benefit by _____ [describe KPI improvement, such as decreased cost, increased volume, higher percentage of contract wins, etc.]. The changes to on-the-job behavior that we will see are: _____ [list one or more desired observable behaviors].		
Item	Good	Needs Improvement
1. PERFORMANCE GAP	Describes a specific skill or behavior that is used on the job and that can be improved.	Uses general terms to describe a needed improvement.
2. WHO	Names the group that must change. (Use footnotes for long descriptions.) Focuses on individual improvements that, cumulatively, can impact a business goal.	Missing, OR Describes a group larger than the true target audience. Is business focused, without connecting individual and business performance.
3. KPI	References a business key performance indicator, like sales, cost, time, competitive comparison.	Missing, OR Uses L&D lingo to describe improvement instead of business measures.
4. BEHAVIOR	Describes the desired observable behavior such that others could recognize it if they saw it.	Missing, OR too general to recognize it if you saw it.

(See next page for examples)

Examples of Strategic Performance Objectives	
Needs improvement	Better
Reduce accidents to save money by using safe procedures.	<p>By improving safe procedure capability for field employees' and supervisors', the business will benefit by reducing costs from lost time accidents from \$.25/dollar of profit (industry norm) to less than \$.10/dollar of profit (considering direct costs only, not indirect).</p> <p>On the job we will see field employees and supervisors:</p> <ul style="list-style-type: none"> • Holding each other accountable verbally to safe procedures • Engaging time in keeping up to date and practicing safe procedures • Expressing confidence that they are beyond vaguely aware of safe procedures
Develop a culture of inclusion so employees feel they can give their best performance in the workplace.	<p>By improving inclusive behaviors for team members, support staff, and manager of others, the business will benefit by increasing the inclusion-index rating each year to reach the 85% favorable target, increased productivity as reported by org pulse measurements, and increased psychological safety & belonging scores on the employee engagement survey.</p> <p>On the job, we will see the learners:</p> <ul style="list-style-type: none"> • Actively reducing verbal and non-verbal signs of exclusion in their day to day conversations and behavior • Referencing the “behaviors that exclude” chart from All-Equal Inc. regularly to grow their awareness • Influencing peers to include different perspectives in developing project approaches, determining membership, and other aspects of day to day work • Explaining their commitment to the company’s culture of inclusion goals