



# The Way to Success

CHANGING THE WAY THAT TRAINING WORKS

The  
Advantage  
Way

## CALENDAR

### WEB BRIEFINGS

**Courageous Training: Bold Actions  
for Business Results**  
February 28, 2008  
May 6, 2008  
September 25, 2008

### TRAINING 2008 CONFERENCE

Atlanta, GA - February 3, 2008

**Success Case Method**  
*Dr. Robert Brinkerhoff*

**Visualizing Value**  
*Larry Mohl - Children's Healthcare  
of Atlanta*

### KNOWLEDGE ADVISORS ANALYTICS SYMPOSIUM

San Diego, CA - March 5, 2008

**Success Case Method**  
*Dr. Robert Brinkerhoff*

### ISPI CONFERENCE

New York, NY - April 5-8, 2008

**Training Impact Evaluation that  
Senior Leaders Believe and Use**  
*Dr. Robert Brinkerhoff*

**Driving and Measuring Business  
Results from Training**  
*Dr. Robert Brinkerhoff and Tim Mooney*

### ASTD CONFERENCE

San Diego, CA - June 1-4, 2008

**Using Evaluation to Move from  
Training Partner to Business Partner**  
*Darell Provencher - Nike  
Tim Mooney - APG*

**Training Impact Evaluation that Senior  
Leaders Believe and Use**  
*Dr. Robert Brinkerhoff*

**The Training's NOT the Thing: Getting  
Business Results From Training**  
*Lisa Bell - Holcim  
Carolyn Laughlin - APG*

## The pilot was a raging success. How can the program be failing?

We've seen it happen more than once... Just recently, one of our Advantage Way User Group clients - a Fortune 200 company - launched a new leadership development program. Aiming for bottom-line impact, not just winning "smile reviews," they built in High Impact Learning System<sup>®</sup> tools from Advantage Performance. Being wise change leaders, they moderated risk by conducting a pilot, followed by an impact evaluation to assess business impact and fine-tune the further rollout.

The pilot showed superb results. All the methods and tools from the HILS<sup>®</sup> suite worked perfectly: senior leaders engaged in Impact Map discussions to create alignment and buy-in, managers of participants held one-on-one Impact Map dialogues with each and followed up with action plan meetings, and so on. The Success Case Evaluation Method<sup>®</sup> impact study showed great bottom-line results that included increased sales, more key customer retention, and reduced costs.

Top leadership was impressed. The training department program leaders were hailed as heroes. Funding was readily provided and the program rollout commenced with great fanfare.

But then something happened. The program went forward just as it was designed and as the successful pilot showed it should. But subsequent analysis showed a disturbing decline in impact from later workshops. How could a good program go bad?

Deeper digging showed us why. In fact, the subsequent rollout was NOT the "same" program, even though all the learning events - the workshops, the facilitators, the assessments, the job aids - were exactly the same. What had changed was that the High Impact Learning "before" and "after" tools and methods that had been so faithfully implemented during the pilot somehow got increasingly neglected during the rollout. The excitement of the pilot dimmed. The bloom of initial excitement was off the rose.

Senior leadership involvement dropped off as other hot-button issues dominated their attention.

Fortunately, subsequent evaluation pinpointed these causes for diminishing returns. Program leaders were able to alert top leadership that this promising and proven investment was at risk, and got the program back on course. It is now consistently delivering on the results promised in the pilot.

Lesson learned? The “program” is ALL of the processes involved, not just the workshop events alone. The factors that made the pilot so successful were in fact all of the careful front-end alignment and follow-on tools that the pilot so carefully included. When senior leaders and line managers saw the great results, they assumed that these results could be sustained without their further—and ongoing—involvement and support. Yet it was exactly those actions that were the key to success. Sustaining impact requires a consistent and continuing “Full Team” (whole-organization) process!

Sincerely,

*Rob Brinkerhoff*

P.S. We have written a new book, *Courageous Training*, which will be released this May. We are giving a sneak preview of the book in a webinar on February 28th. To find out more or register, [click here](#).

Robert O. Brinkerhoff, EdD, is a global thought leader on training effectiveness and evaluation, and creator of The Advantage Way<sup>SM</sup> and Success Case Evaluation Method<sup>®</sup>.

[Advantage Performance Group](#) is a performance development company whose Advantage Way<sup>SM</sup> approach guarantees measurable business impact from training.

Please visit our [website](#) or contact Sheryl Sundeen at Advantage Performance Group for more information via email: [SSundeen@advantageperformance.com](mailto:SSundeen@advantageperformance.com)

---

**Forward to a friend**

[Unsubscribe from this service](#)

[Change format of future eMessages](#)

