

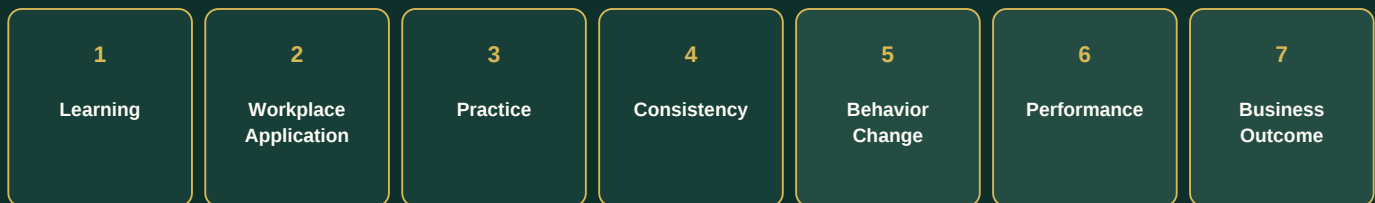


LEARNING-TO-PERFORMANCE

Planning Job Aid

STOP TRAINING. START BUILDING PERFORMANCE.

Use this job aid to design beyond the learning event. Start with the business result, work backward to the capability, then plan how learning will transfer into real work and become sustained behavior.



The design question is not simply: "Did they learn it?"

Ask whether the capability transferred into the workplace, became reliable behavior, improved performance, and contributed to a business result.

How to use this job aid

- 1 Start with Stages 7 and 6: define the business outcome and performance shift before designing learning.
- 2 Work backward through behavior, consistency, practice, workplace application, and learning.
- 3 For each stage, define the evidence you will use to know whether it happened.
- 4 If you cannot answer a stage, treat that as a design gap, not a measurement problem.

Plan the Transfer

Stages 1-4: build capability, move it into real work, then make it repeatable and reliable.

1

Learning

Build the required knowledge, skill, judgment, and confidence, including controlled application and feedback.

What capability must people build, and how will they demonstrate it in the learning environment?

2

Workplace Application

Test transfer in real conditions where time, systems, people, and competing priorities create complexity.

Where, when, and in what real work situation will learners first use the capability?

3

Practice

Strengthen the capability through repeated use across different situations, with feedback where useful.

How will learners repeat the skill enough to improve fluency, judgment, and adaptability?

4

Consistency

Move from occasional use to reliable use, even when pressure, workload, or old habits compete.

What reinforcement, manager support, workflow cues, or system conditions will make the behavior reliable?

Connect Behavior to Business Impact

Stages 5-7: define the observable behavior, the performance shift, and the business result it should influence.

5

Behavior Change

Define the new normal.

What observable behavior should become routine, and what would tell you the old behavior has been replaced?

6

Performance

Look for evidence in the work.

Which performance indicator should move if the behavior changes, and what baseline or comparison will you use?

7

Business Outcome

Connect performance to what matters.

Which organizational result should improved performance contribute to, and what other factors could influence it?

Before launch: can you answer all seven?

Learning: The required capability is clearly defined and can be demonstrated.

Workplace Application: A deliberate first real-world application is planned.

Practice: Repetition and feedback are built into the workflow.

Consistency: Reinforcement and support are in place to make the behavior reliable.

Behavior Change: The target behavior is specific and observable.

Performance: The performance indicator that should improve is defined.

Business Outcome: The business outcome is clear, with other contributing factors acknowledged.