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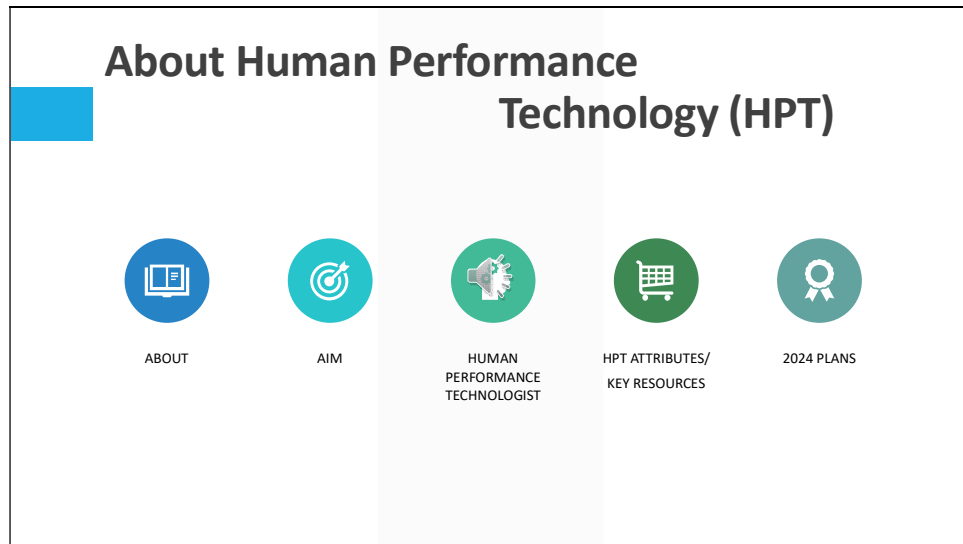


Human Performance Technology

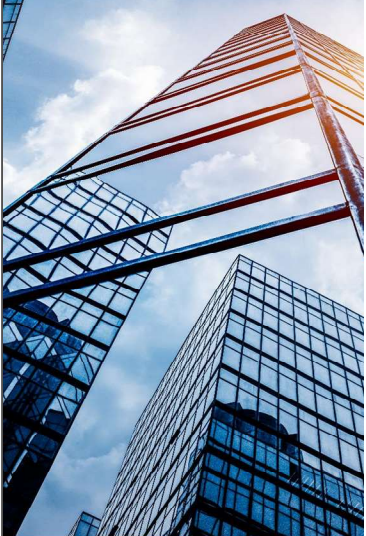
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AUGUST 31, 2023

My name is Margaret Robertson. I am a student at Liberty University's doctoral education program in Instructional Design Technology. This presentation is provided as part of a class assignment on Human Performance Technology.



The contents of this course will cover information about Human Performance Technology that include the aim, those who practice HPT, attributes of HPT, and the key resources for HPT. Additionally, you will find my own plans for using and implementing HPT in the real world.



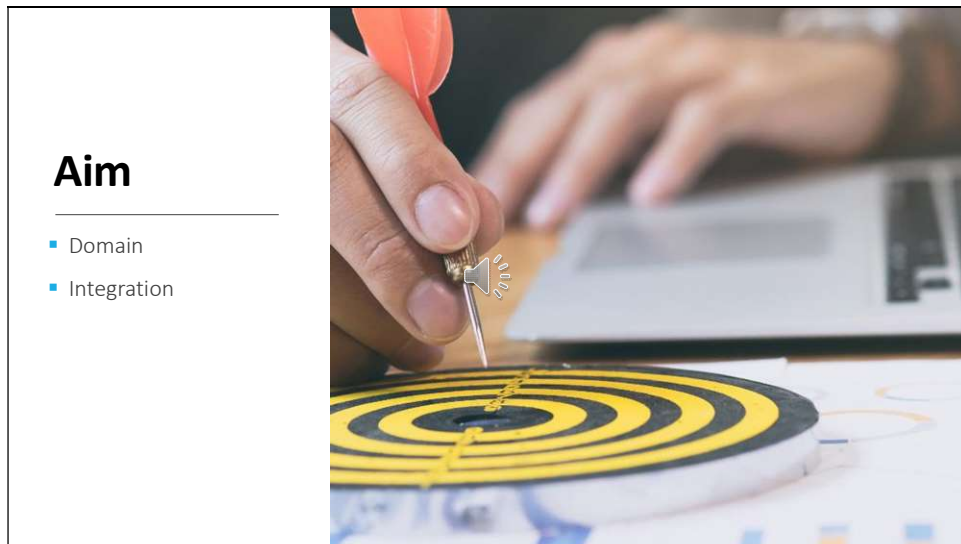
About HPT

- What is the HPT Model?
- Human
- Performance
- Technology

The term "human" in human performance technology underscores the focus on the **performance of individuals** within results-driven systems. HP technologists prioritize improving individual performance, taking into account the broader context of the organization, the underlying processes, and the specific environment in which the individual operates.

In the realm of HPT, "**performance**" signifies the valued outcomes and achievements within a given organization or system. The core concern of HP technologists is these very accomplishments.

Within the HPT framework, "**technology**" has grown significantly to represent the practical application of knowledge stemming from scientific research and professional insights to address real-world challenges. This term suggests a methodical and objective approach when paired with "performance" and integrated into a workplace setting. It indicates the use of established knowledge about human behavior and organizational dynamics to enhance performance cost-effectively, aligning with the values upheld within a professional environment (Population Leadership Program. (n.d.).



This domain intersects with fields such as organizational development, motivational strategies, instructional technology, human factors, learning mechanisms, performance support systems, knowledge management, and training regimes. HPT primarily aims to augment performance across societal, organizational, process, and individual dimensions.

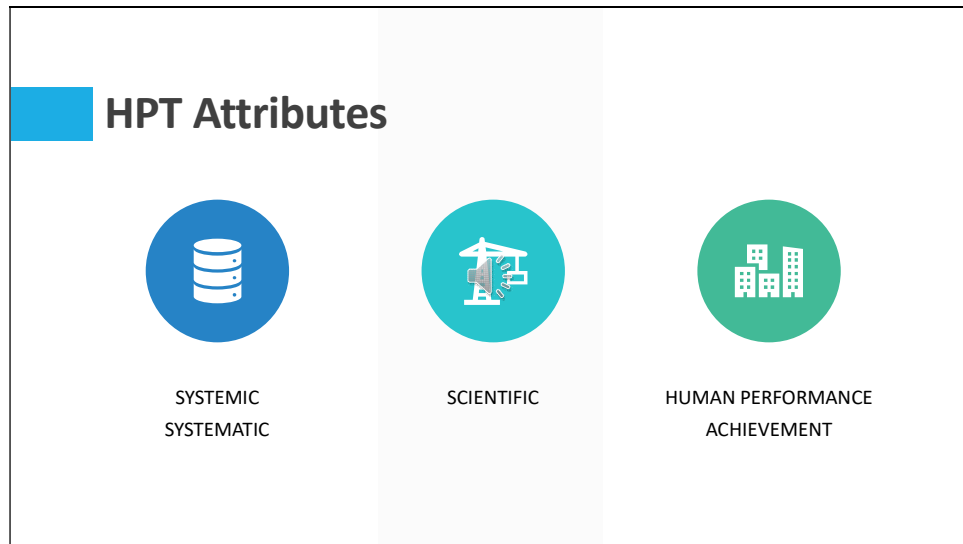
According to ISPI (2007; Gilbert, 2007; Harless, 1975), HPT **integrates** diverse interventions, borrowing from disciplines like total quality management, process betterment, behavioral psychology, instructional systems design, organizational growth, and human resource management. Central to HPT is the emphasis on thorough analysis. This involves understanding requirements at various societal, organizational, and individual levels to pinpoint performance discrepancies. Subsequently, it suggests strategies to amplify and maintain performance, culminating in assessing outcomes against initial needs.



Human Performance Technologist

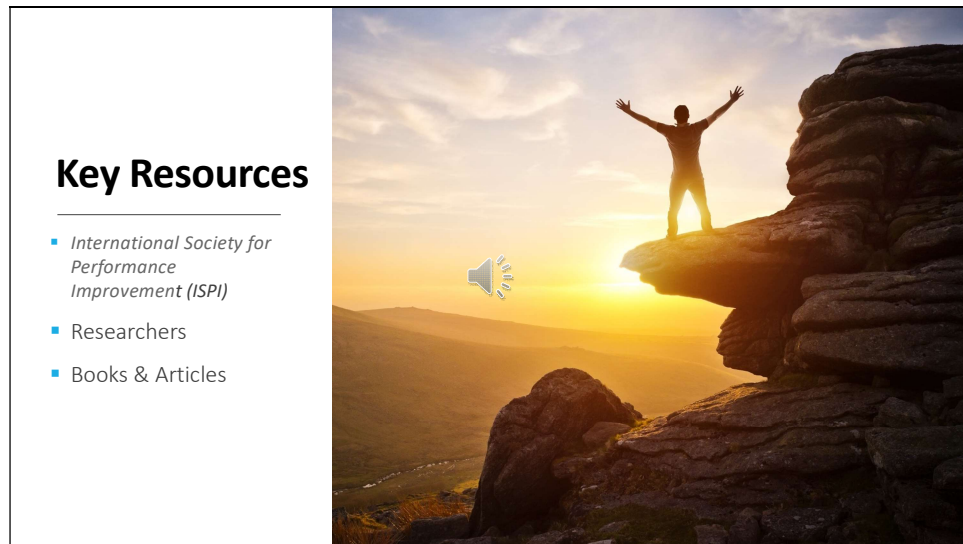
- Effectiveness & Efficiency
- Cross-functional Processes
- Barriers
- Factors & Variables

- 1) The **effectiveness** of an organization is intrinsically tied to its internal procedures.
- 2) **Cross-functional processes** act as the primary engine propelling the organization forward. These processes serve as a bridge, connecting individual performance to the broader organizational results. There's a prevalent tendency in organizations to manage based on functions, which can hinder the smooth flow of cross-functional processes.
- 4) **Barriers**: Many cross-functional processes, despite their significance, remain unseen, are challenging to refine, and need to be actively managed.
- 5) The **factors** that influence the efficacy of a process mirror those at the organizational level. These encompass the goals of the process, its design or structure, the metrics for evaluation, and the approach to its management (Population Leadership Program, n.d.).



There is no one model for the practice of HPT or human performance improvement. The field is derived from several sources and is being deconstructed and reconstructed continuously. But there are characteristics and attributes.

The attributes of human performance technology include the following characteristics: They are **systematic, systemic, grounded in scientific theories and research, open to all methods, means, and media, and focused on human performance and achievements** that add value to the system (Population Leadership Program, n.d).



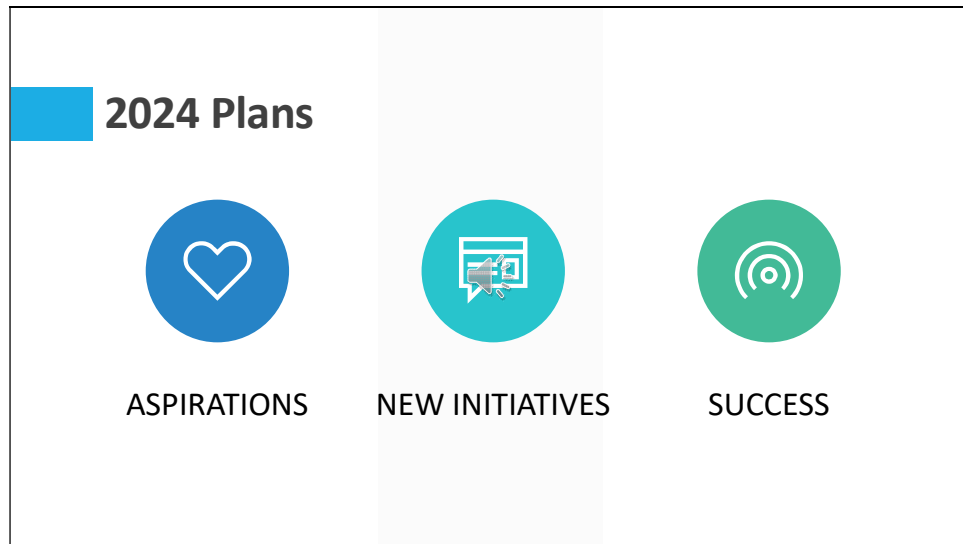
HPT began in the 1970's. Key resources include ISPI, a large volume of research, books and articles.

ISPI's resource page provides 25 categories of resources from standards, tools, multi-media materials, volunteer opportunities, calendars, directories, research, and more.

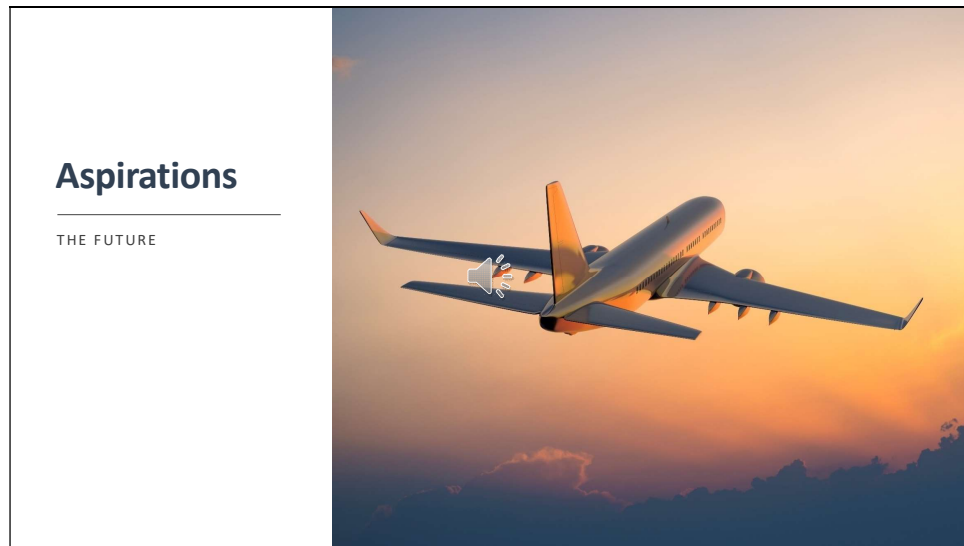
The roots of HPT largely stem from **the contributions** of Thomas Gilbert, Geary Rummler, Karen Brethower, Roger Kaufman, Bob Mager, Donald Tosti, Lloyd Homme, and Joe Harless. Notably, Gilbert and Rummler stand out as trailblazers in this domain. A thorough exploration of references to the works of Gilbert and Rummler will highlight successive academic and professional luminaries in the field.

The ascendance of what would later be identified as HPT can be primarily attributed to the 1970 publication of "Analyzing Performance Problems" by Robert F. Mager and Peter Pipe. Their impactful book, humorously subtitled "You Really Oughta Wanna," highlighted and broadened understanding of the many factors influencing human performance beyond just the performer's knowledge and abilities. Their book's 1970 edition also references a pivotal paper by Karen S. Brethower titled "Maintenance Systems: The Neglected Half of Behavior Change." This paper showcased an early rendition of a performance deficit analysis algorithm formulated by Geary Rummler during his time at the University of Michigan. In collaboration with Tom Gilbert, Rummler later established Praxis Corporation, a company dedicated to enhancing performance. Rummler subsequently partnered with Alan Brache, and they wrote "Improving Performance," which brought a heightened and comprehensive emphasis on organizational and process


performance. Parallely, Joe Harless was pioneering and honing his methods to evolve and enhance how human performance issues were addressed. In the same pivotal year of 1970, concurrent with Mager & Pipe's influential book release, Harless, aided by his colleague Claude Lineberry — another significant figure in the field — introduced "An Ounce of Analysis (Is Worth A Pound of Objectives)." This marked the inception of the "Front-End Analysis (FEA)" approach.



This section involves my application of the HPT model that uses psychoeducation to teach people how to integrate an individual's cognitive and emotional aspects to improve their mental health and general well-being.



My field of interest is psychoeducation for my clients, my supervisees, and people in general. I have come to realize the importance of teaching people how to change their beliefs on the importance of emotions, what part they have in a person's life, and how society, even the church, has taught us to focus on positive, happy emotions rather than realizing that our negative emotions have value as well and they are nothing to be afraid of. God gets angry (Ex. 32:11; 34:6; Deut. 6:15, etc.) and jealous (Ex. 20:5; Numb. 25:13; Deut. 5:9). He was also kind, compassionate, and merciful. He has all our emotions as we are created in His image (Gen. 1:27) and we have all of His. We are not at war with our emotions. They are there for a purpose and they have value just like every part of us that He created has value. Embracing all of what God has given us leads us to a way of living at peace in this world. I have narrowed my aspirations to delivering this much needed message as through Christ we can live a new life.




New Initiatives

What are the key plans for the coming year?

- Complete Doctoral Certificate in Instructional Design Technology
- Begin PhD in Psychology
- Integrate the two disciplines

Because of my passion to deliver the redemptive message that God has put in my heart, I desire more tools in order to make that happen. After I complete my Doctoral Certificate in Instructional Design Technology, I want to finish my PhD. I finished my PhD class requirements for a PhD in Human Services Counseling and the class requirements for a PhD in Education from Capella University. I had to stop before finishing because my husband got cancer and I had to provide for the family. Now he is gone, my children are grown, and I am free to finish this work.



Success!

- Faith
- Hope
- Process Improvement

The image shows a group of about ten diverse people of various ages and ethnicities gathered around a white conference table. They are all smiling and looking towards the camera. Several people have their arms raised in celebration, with some pointing upwards. On the table in front of them are several documents, a pen, and a glass of water. The background shows a large window with a view of greenery outside.

The success comes from following Christ's work he began in me a very long time ago when I was a Chaplain's Assistant in the Navy. My goals then were very simple: Serve God and get my education. He has moved me along the path of service, education, and faith to the point now it is time to further fulfill His great Commission in my life and have Him perfect the process he has begun in me and the work He has called me to do.

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