



*Dedicated to the development of critical competencies
in adults for change and growth.*

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Inside-Out Needs Assessment (ED533)

From a professional perspective, this course is critical to my work as an organizational transformation consultant and trainer. My training and development work has been specifically designed to help organizations discover where they want to go and define where they are, which then allows me to design the intervention to bridge the gap. I have 25 years of background, work experience, and education in high-end consultative sales and partnering. To function effectively as a consultant, the discovery process that is a very similar process to performance analysis, is the foundation for an effectively designed and implemented solution.

Background

My work in quality consulting, statistical process control, and consultative sales and partnering has helped me create a passion for analysis. Not only for discovering and for defining the current situation, but for root cause and decision making of possible solutions to a problem or opportunity. I have used a variety of tools and processes to help me facilitate this process.

When I look at an organization, I look at the organization as a complete ecosystem, not just as parts. As a consultant, I wrote a white paper on integrating the organizational community. This body of work was the philosophical foundation of my consulting. I championed this white paper to help drive the integration of all change efforts within an organization to prevent sub optimization, a common problem with training intervention and of MBO management. A copy of the white paper can be downloaded off my personal web site, www.wetherhaven.com. It is located on my professional background page under personal interests.

Interests

My personal interest is in transforming myself from an unconscious competent to a conscious competent, where I know when I am doing the right work and can replicate the work on purpose. I personally have a passion for the discovery process and love to transform organizations. The performance analysis process is ideal for my work, both in developing teams and organizations from the inside, and for helping me as a sales professional and consultant help my clients transform and develop their organizations.

I find the performance analysis piece to organizational development and training to be an integral piece to designing effective intervention. I have not run into reluctance to the initial discovery process in my work. I approach the process as a consultant and define the process up front to insure buy-in. If a potential client does not wish me to go through the analysis/discovery process, I choose not to work with them. I refuse to deliver intervention that is not specifically designed to deliver to a clearly stated and well-targeted outcome. I expect this course to help me master this process!

'Workplace Needs Assessment' Solution System Defined by Drivers

| Types of Drivers | Description | Recommended Solution |
|---|--|--|
| <p>Efficacy: Can this be done; can I do it!</p> <ul style="list-style-type: none"> • Skills • Knowledge • Information | <ul style="list-style-type: none"> • What are the skills that I expect to gain so that I will believe I can execute the processes • What is the knowledge I hope to integrate so that I will believe I can execute the processes • What is the information about the use of this process that I hope to assimilate so that I will believe I can execute the processes | <ul style="list-style-type: none"> • I expect to have mastered the skill sets presented in this course so that I can effectively assess any organizational situation. I expect to apply this mastery when I am operating internally as a manager of that organization or externally as a consultant to the client of the organization for which I work. The course will clearly present tools and skills so that I can and will master them quickly in an interactive learning environment. Provide continuous feedback for self-adjustment. • I expect to have mastered the understanding of the theory and models on which this performance analysis process is based. The course will include the theory and models for use in the cohort and these theories and models will be modeled during the course and the cohort members will participate in the use of these theories and models. Provide continuous feedback for self-adjustment. • I expect to have mastered the processes necessary to use the skills and knowledge that I master in this course. The course will be designed and facilitated in such a way that I master these processes as I experience them during the duration of the course. Provide continuous feedback for self-adjustment. |
| <p>Self-Regulation: I am going to do it!</p> <ul style="list-style-type: none"> • Motivation • Environment • Incentives | <ul style="list-style-type: none"> • Why am I going to pursue this course and what is going to drive me to do so? • What is the context for the course (strategies and tactics) and how will this motivate me to excel in the content? • What are the specific goals and the feedback necessary to help me achieve these goals? | <ul style="list-style-type: none"> • I expect the course to be structures in such a way so that I can draw on the knowledge and beliefs I gain while building efficacy to construct an interpretation of the various assigned tasks' properties and requirements. Time for reflection will be critical to this process. Being able to share my knowledge and beliefs in the cohort will provide me with the feedback I need to continuously improve my competencies and help me persist through the materials. • I expect to have an interactive context for the course. I expect to create and execute a plan for achieving the results defined. An activity based process to include an envisioned result, reason for the course, objectives, strategies, and tactics will be useful, especially if part of the process is the construction of this plan by the individuals in the cohort. This assignment is a good start. • The construction of goals and the results for achieving these goals is expected. Clear and consistent feedback is be provided so that adjustments in the plan or the goals can be constructed and implemented. Cohort members construct their meaning for success in the course. Instructor does the same for cohort members. |