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# IN PRINT

Reviewed by William J. Rothwell, Ph.D., SPHR, CTDP

## TRAINING AIN'T PERFORMANCE

By Harold D. Stolovich and Erica J. Keeps  
Alexandria, VA: ASTD Press, 2004  
Softcopy, 207 pages  
ISBN 1-56286-367-3

The trend in recent years has been to emphasize that the field formerly known as training has grown both in scope and influence. That is why ASTD no longer calls the field training but, instead, *workplace learning and performance*. Practitioners focus attention on improving how people learn in workplace settings with the goal of improving performance.

Training remains important when a proper front-end analysis reveals that a performance problem stems from a lack of individual knowledge, skill or attitude. But only 10 percent of organizational problems stem from such deficiencies. The remaining 90 percent stem from organizational conditions that must be addressed, in whole or part, by such management actions as changed recruitment, hiring, rewards, equipment, supervision, planning — and at least 600 other possible actions.

*Training Ain't Performance* is the latest book in a series that has emphasized the crucial difference between training as a quick-fix strategy and training used properly to address deficiencies traceable to the lack of individual knowledge, skill or attitude. Although it is not a new theme, in recent years the idea has caught on in the wake of

increased cost sensitivity and awareness that 'sheep dip' or 'spray and pray' training just doesn't work. Gone are the days when management could call on the training department to solve problems that managers should handle. Today, trainers know better.

*Training Ain't Performance* is an appealing and eminently readable book. Divided into twelve chapters, it offers practical exercises and examples to demonstrate the basics of performance consulting.

The chief strength of the book is that it is clearly written. In fact, you could score some points simply by circulating this book to your operating managers to educate your customers on when training will be an appropriate solution—and when it will not be.

A weakness of the book — if there is one — is that there is no research base behind the book to show where

these ideas came from. Properly done, research should guide practice. I don't know about other readers, but this reader would like to hear what real managers and trainers have to say, and finding that out is a form of research.

Overall, this is an excellent book. It is worth buying, reading and circulating to others.

William J. Rothwell, Ph.D., CTDP, is Professor-in-Charge of Workforce Education and Development on the University Park campus of The Pennsylvania State University, where he heads up a graduate program in Workplace Learning and Performance. Also a private consultant (see [www.rothwell-associates.com](http://www.rothwell-associates.com)), he was the first U.S. citizen certified as a CTDP by CSTD. He has been an architect of the last three ASTD-sponsored competency studies, the most recent being *The 2004 ASTD Competency Study: Mapping the Future* (2004). He will be speaking at the 2004 Knowledge Exchange Conference on Tues., Nov. 2 (T6) and also on Wed. Nov. 3 (W10).



### Keynote Presentation:

Dr. Harold Stolovitch  
*Stop Wasting Money on Training!*  
Wednesday, November 3  
3:45 – 4:30 pm, Room 718

### Book Signing:

Wednesday, November 3  
1:30 – 2:00 pm, CSTD Booth,  
MarketPlace

### Register for the conference at:

[www.cstd.ca/conference](http://www.cstd.ca/conference)



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