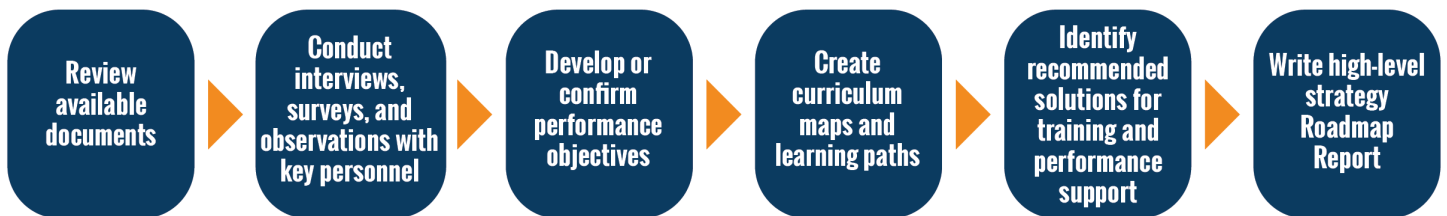# CONSULTING SERVICES

JUDGE LEARNING SOLUTIONS has Learning Strategists, Performance Consultants, and Senior Instructional Designers who can help you determine the training needs of your workforce, evaluate your current training programs and learning assets, and apply human performance technology principles and methods to find solutions for your toughest workplace performance problems.
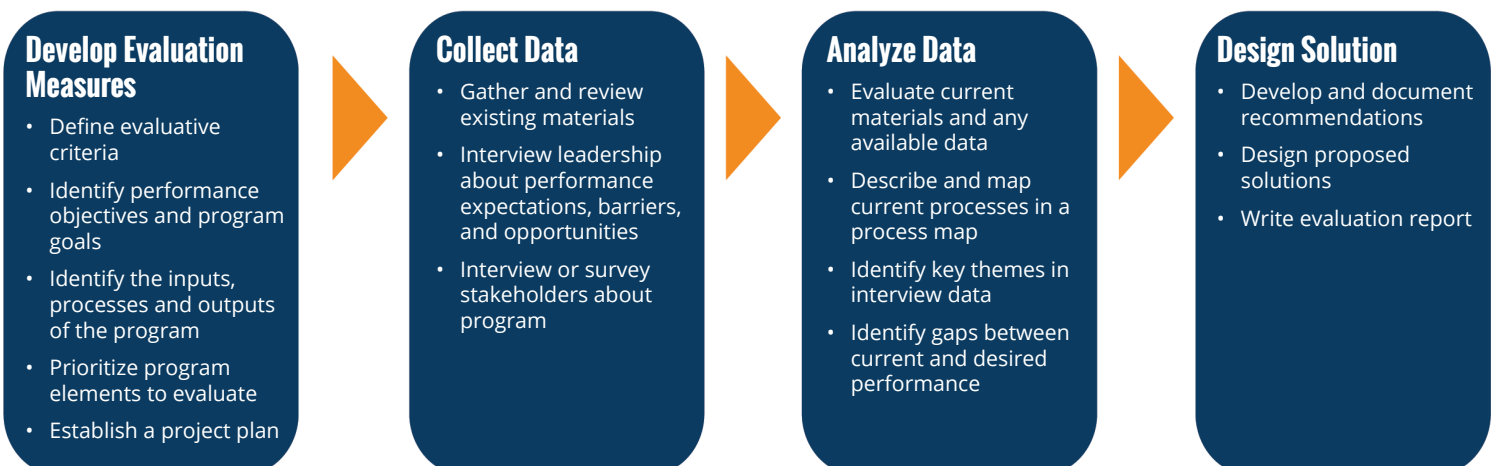
Needs Analysis

New processes, applications, or products can all give rise to new training and performance support requirements, as can mergers, acquisitions, and reorganizations. Audit points, lackluster results, and other indicators may lead you to explore how to empower workforce performance. Judge Learning Solutions (JLS) consultants can use their extensive experience and fresh outlook to identify solutions that provide the results you need to run your business effectively and efficiently.

JLS consultants strive to proficiently uncover necessary information while optimizing the time required from your busy resources. We start by analyzing any available documentation to learn as much as we can about your organization, your business goals, and the required performance. We then conduct interviews, surveys, and observations, as needed, to develop or confirm performance objectives to meet business goals. From that, we create curriculum maps and learning paths for your workforce. We also recommend training and performance solutions tailored to your needs. This Roadmap Report gives you the information you need to make informed decisions and to implement the solutions you choose. Your JLS consultants can guide you through the entire process.

| Review available documents | → | Conduct interviews, surveys, and observations with key personnel | → | Develop or confirm performance objectives | → | Create curriculum maps and learning paths | → | Identify recommended solutions for training and performance support | → | Write high-level strategy Roadmap Report |

Program Evaluation

JLS can evaluate your existing training programs to determine their effectiveness and make recommendations for improvements. We can do this in conjunction with a specific training needs analysis, or as a standalone project. The diagram below shows the process we follow when we conduct a program evaluation.

Develop Evaluation Measures

- Define evaluative criteria
- Identify performance objectives and program goals
- Identify the inputs, processes and outputs of the program
- Prioritize program elements to evaluate
- Establish a project plan

Collect Data

- Gather and review existing materials
- Interview leadership about performance expectations, barriers, and opportunities
- Interview or survey stakeholders about program

Analyze Data

- Evaluate current materials and any available data
- Describe and map current processes in a process map
- Identify key themes in interview data
- Identify gaps between current and desired performance

Design Solution

- Develop and document recommendations
- Design proposed solutions
- Write evaluation report

Human Performance Consulting

Problem Analysis ▶ **Cause Analysis** ▶ **Solution Design & Development** ▶ **Solution Implementation** ▶ **Evaluation**

Performance consulting is similar to a training needs analysis, but usually involves an ill-defined problem for which training may or may not be an effective solution. The process involves:

Problem Analysis
This phase involves developing an initial understanding of the problem to be solved, including the desired performance, environmental factors, and the current actual performance. The output of this phase is:

- A clear description of the scope of the problem
- A gap analysis describing the difference between current and desired performance
- Organizational and performer factors that may constrain the problem solution set
- Clear performance objectives
- Success factors for the project

Cause Analysis
Cause analysis involves examining the factors that contribute to the performance problem, which may include:

- Collection and analysis of performance data
- Examination of existing processes, resources, tools, and performance supports
- Assessment of performer skills, motivators, and capabilities

Solution Design & Development
Solutions to performance problems are typically referred to as interventions by performance consultants. Effective interventions may result in recommendations that go beyond the individual performers. Interventions may involve performance support, such as training, job aids, and coaching, but can also involve systemic changes, such as process or procedure changes or modifications to systems used by performers. As a result, solution design and development includes designing and planning the implementation approach to ensure that the selected solution can be successfully deployed in the organization.

Solution Implementation
Implementation of performance interventions can include change management, process redesign, employee development, and organizational communication.

Evaluation
Evaluation occurs at every stage of performance consulting projects, including the review of work products during the process, and collection of data once the intervention has been implemented.

Judge Can Help
Whether you want to develop new training for your workforce, evaluate your current training, or solve your toughest workplace performance problems, JLS has the experience to help you achieve your business goals.