



## STOP! PROCEED WITH CAUTION

One of the biggest mistakes T&D folks tell us that they make when fielding management requests is providing a solution to a “symptom” before knowing what the problem is. This solution is usually “training” and probably what the manager standing in front of you requested. No surprise here.

It's important to remember that when managers request training, they are at the end of their knowledge/skill set. They know there is a problem with performance but “all they got” is to throw training at it.

That's OK. We're the usual experts at managing performance – not them. But that doesn't mean we have to cave in to their request. We want to continue the discussion and lightly probe to validate the problem and then ask for their permission to explore a bit further. This is not the place for needs assessment, just permission to proceed and a performance goal in mind.

We then want to end the conversation with contracting for results – not an event. The focus should be on a performance outcome. Remember, you don't know what is causing the performance problem so you can't suggest a solution at this time.

When you contract for results, you say things like,  
*“So the goal is to make sure your staff is more responsive to their customers. So to do this, I'd like your permission to review the following data, talk with the following people, observe the following transactions, etc.”*

Notice there is no T-word (training) in there. We don't know yet if there's a training

problem.

After you have agreed on a performance outcome, you can then begin your needs analysis.

What if the client resists and demands training? That's a sure signal to continue pulling them through the performance analysis process!

For more information on contracting for results, click [HERE](#) and check out our *Certified Performance Consultant (CPC)*.

*Now, go and focus on those performance outcomes!*

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