

Performance Change Pathway™:

The Dale Carnegie Design & Delivery Framework—White Paper

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At Dale Carnegie, we commit to delivering a transformational experience in the design and delivery of our programs. We know that our clients aren't just looking for a program that makes them feel good; rather, they need to achieve business and personal results by changing their ways of being. The Dale Carnegie experience starts with how we engage our clients throughout the entire process, from the initial contact through a strategy of follow-up and support. Our methodology supports the development of the skills and habits needed to sustain performance change. We believe that the emotional shift is equally important as the behavior change. Therefore, our ongoing Performance Change Pathway™ incorporates a systematic approach to create a transformational experience.

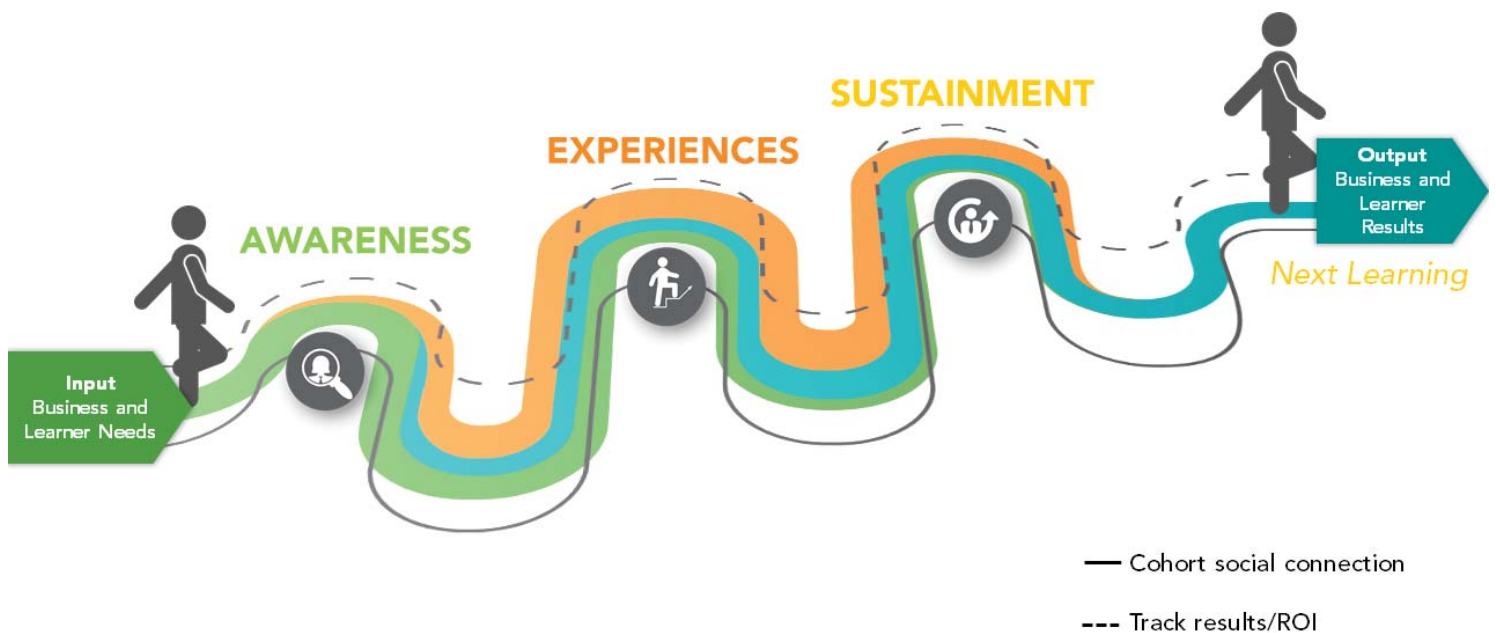
By leveraging our unique design and delivery methodology as the framework for our ongoing learning journey, we deliver a powerful and practical experience for participants. The journey provides a hands-on and collaborative process that engages the participants and key stakeholders in every step of the process. Our holistic approach gives participants the tools to:

- Navigate participant and business needs
- Touch base regularly on progress and discuss new opportunities as they arise
- Provide in-the-moment coaching and formal feedback on observable performance
- Discuss current and future goals and how these goals might be achieved
- Continue to develop strengths and discuss areas for improvement and options for support

Performance Change Pathway™

Dale Carnegie's unique design and delivery framework is referred to as the Performance Change Pathway™. We are focused on transformational performance changes in individuals and organizations, and we believe that all learning is a journey. In order to engage in their learning, participants need a pathway to navigate their individual journey. The Performance Change Pathway™ is a structured learning and development process that ensures participants have a consistent experience.

The Performance Change Pathway™ encompasses five key components: Input, Awareness, Experience, Sustainment, and Output. We believe these components are essential to the design and delivery of our programs and they formulate a continuous learning path for participants.



Input

The Performance Change Pathway™ starts with the participant and business need or input. Within this phase, we acknowledge these needs and encourage positive reinforcements for participants, managers, and business owners, highlighting strengths to create a tailored learning path for participants. We help identify the real issues and understand what gaps need to be bridged. This in turn helps us to assess the relevant approaches that work best for both the participant and business.



The path begins with a strategic conversation to understand where you are today, where you want to be, and what needs to change to get there. These discussions establish the priority for the integration of people and business strategy.

Awareness

We introduce participants to the learning process through a series of touch points designed to arouse an eagerness to set and achieve their goals. Participants, along with their managers, set expectations for themselves to close the gap from where they are to where they want to be. In the awareness phase, we set the stage for the emotional shift that is needed to impact behavior change. Participants begin to analyze their support system, understand what to expect from the training experience, and prepare to join a cohort with other program participants. The awareness stage is an important step in building confidence and a positive attitude for behavior change and prepares them for the next step. In short, the Dale Carnegie Experience is unique and encourages participants to stretch their comfort zones.



A series of touch points builds engagement and sets the foundation for expectations, buy-in, and commitment. Participants and managers work together to create targeted learning goals and identify outcomes.

- **Self-Assessments**
- **360 Feedback**
- **Email Notifications**
- **Social Connections**
- **Alignment with Immediate Manager**
- **Videos**

Experience

From the moment participants enter the Dale Carnegie Experience, they will recognize that our approach is unique. This phase is the actual participant experience. We believe that changing a habit or behavior creates a performance change. Transformation occurs when we facilitate an experience in which participants have the space and capacity to change who they are, what they do, and what they get. Dale Carnegie Certified Trainers take participants through our Cycle of Performance Change process to create an environment that allows transformation to happen. To adopt the attitude and behavior change needed, participants in this process will not only practice the skills needed but also actively participate in a facilitated experiential learning environment. It is not about the trainer pushing or forcing a change in the participant; instead, it is about enabling people to transform themselves.

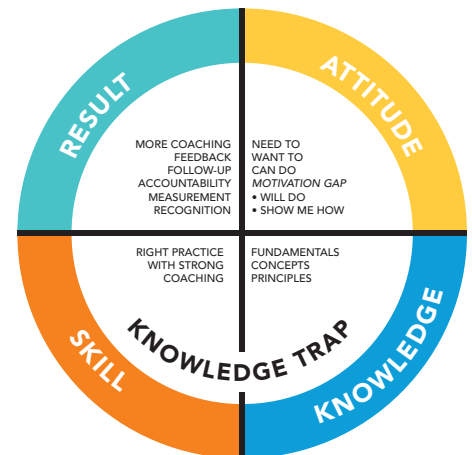
In every Dale Carnegie program, participants are constantly reflecting on how utilizing the skill or tool would positively impact themselves and their organization as well. From the very beginning, participants are encouraged to identify the changes they desire and, more specifically, the behaviors they are seeking to change or improve. They are then asked to imagine the specific results they will achieve because of these new behaviors.

Dale Carnegie believed that “Every participant must leave with a sense of victory.” Therefore, the trainer will focus on the individual’s progress toward his or her goals with feedback that is specific to personal growth. This positive group dynamic and coaching builds the individual’s confidence and allows him or her to take the risks that are necessary for growth.



Dale Carnegie’s Human Relations Principles, coupled with our unique delivery methodology, allow participants to recognize their potential and drive dramatic changes in performance. Each program includes active participation, practical application, a goal-oriented focus, and in-the-moment coaching.

- **Human Relations Principles**
- **Unique Delivery Methodology**
- **Cycle of Performance Improvement**
- **Practical Assignments**
- **On-Demand Reinforcements**
- **Social Connection**



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“I had to motivate my classes. I had to help them solve their problems. I had to make each session so inspiring for the class member that they would want to continue coming.”

—Dale Carnegie

Sustainment

We are proud to have facilitated the Dale Carnegie Experience for a community of more than 8 million participants around the globe. We want them to feel connected and confident that they can continue to develop new skills. Let's face it, if participants leave a program with a good feeling but don't do anything differently, then the training was not successful. That's why we build sustainment into our programs, with an emphasis on ensuring that participants can translate what they learned into real-world results. We don't believe the pathway is complete until participants are using what they learned without having to think about it. The sustainment phase is viewed as a reinforcement in which participants are on a continuous Performance Change Pathway™ through post assessments, recommended learning paths, application assignments, and feedback opportunities. If we give participants a clear, unbiased learning path, they will find their own connections between their current world and sustainability. Our programs connect participants to resources, opportunities, and a global community for continuous growth.



Concentration on continuous learning lengthens the life cycle of the performance change. Reinforcements support application of new skills and provide refreshers to enhance recall of the learning. A prescribed learning path builds upon newly acquired skills.

- **Live Online**
- **Carnegie Cloud**
- **Follow-up with Immediate Manager**
- **360 Follow-up**
- **Individual Learning Maps**
- **Social Connections**
- **Free Downloads**
- **Videos**
- **Apps**

Output

The output phase is a continuation of sustainment in which participants and managers can see a change in their performance. The output is the ability to show Return on Investment (ROI) and/or an increase in business results. Through the various sustainability activities, we can show the business, manager, and participant that they are making a difference. Their new skills and behaviors are successfully integrated and improving their overall success.

Results and ROI are not just for the organization or business. Training impact is important to the participant as well. Feedback is essential for participants to know how they are progressing, and evaluation is important to their confidence and success. Throughout the process, our design and delivery framework measures effectiveness to encourage and support participants to achieve positive outcomes. Assessments, assignments, action plans, reinforcements, and coaching are important elements that help measure results in the Performance Change Pathway™.

We believe that learning and its application are social processes. To support these endeavors, cohorts are established to allow participants to engage with the content, each other, and trainers. We design activities that encourage participants to interact with each other and create an environment in which learning can take place. Participants are encouraged to engage early in the pathway to activate community building and collaboration opportunities. The design and delivery framework ensures the environment is one that is a safe space for people to share their experiences and their applications of what they've learned, and this usually results in a network that extends beyond the training event. These connections build confidence and prepare participants for the emotional shift needed to create behavior change.



Learning transfer results in improved skills and competency. Participants prepare for the next level in learning and development.



Assessments, assignments, action plans, and projects are used to showcase the effectiveness of training and tangibly demonstrate increased ability to contribute to teams and organizations.



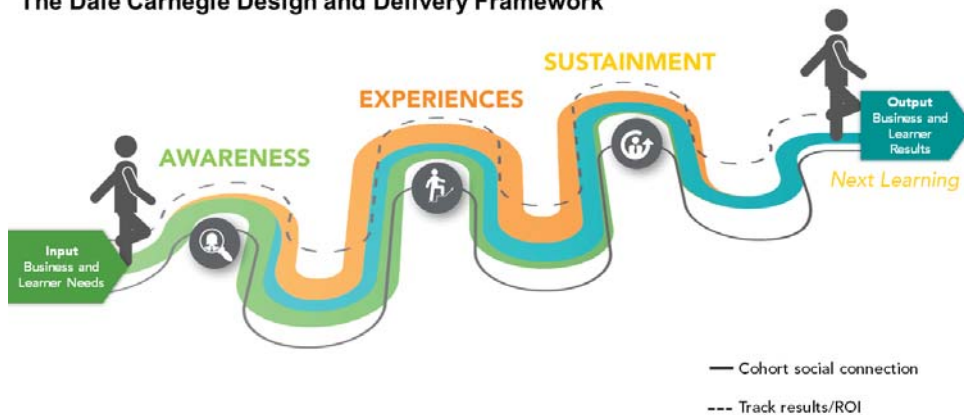
Cohorts create accountability as members are aware that peers and coaches are monitoring their activity. It provides context for the learning and builds relationships based on shared interests, knowledge, and experiences.

Summary

The Dale Carnegie Human Relations Principles help open the minds of participants to the need for and the desire to change. We believe the Performance Change Pathway™ provides both participants and clients the necessary framework to create a continuous learning path throughout a long-term relationship with Dale Carnegie. For our clients, we view it as a talent development tool, instilling motivation, engagement, and commitment in employees. It creates a path for participants to achieve their personal and professional goals. We invest in their needs by tailoring a path of development to build confidence and a stronger understanding of their potential. This confidence pushes participants to perform even better and think of new ways they can excel.

Dale Carnegie emphasizes practical principles and processes by designing programs that offer people the knowledge, skills, and practices they need to add value to the business. Connecting proven solutions with real-world challenges, Dale Carnegie is recognized internationally as the leader in bringing out the best in people.

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