FACILITATORS GUIDE

ACTION MAPPING

ACTION MAPPING

A visual approach to training design

Abstract

Action mapping is a streamlined process to design training in the business world. Its goal is to help designers:

§ Commit to measurably improving the performance of the business

§ Identify the best solution to the performance problem

§ When training is necessary, create realistic practice activities, not information presentations

It's a mashup of performance consulting and backward design, with a focus on real-world behaviors rather than assessment questions.

CONTENTS

GETTING STARTED

WHAT IS THE PURPOSE OF THIS GUIDE?

The facilitator guide provides a master reference document to help you prepare for and deliver the Action Mapping program for HairClub performance improvement professionals.

WHAT WILL I FIND IN THIS GUIDE?

This facilitator guide is a comprehensive package that contains:

- The Learning Experience delivery sequence
- Checklists of necessary materials and equipment
- Interaction scripts and key points to cover
- Instructions for managing exercises, case studies, and other instructional activities

HOW IS THIS GUIDE ORGANIZED?

This section "Getting Started" Contains all the preparation information for the Action Mapping program, such as learning objectives, pre-work, required materials, and room/Teams meeting setup.

The next section is "Training at a Glance." This table is an overview of the module names, timing, and process descriptions for the entire program.

The program itself is divided into modules, each of which has one or more lessons. A module is a self-contained portion of the program that will last anywhere from 20 to 90 minutes. A lesson is a shorter topic usually 5-20 minutes long. Each module starts with a one-page summary that includes the purpose, time, process, and materials for the module to give you a module overview.

HOW IS THE TEXT LAID OUT IN THIS GUIDE?

Every action in the program is described in a text box like this one, with a margin icon, a title line, and the actual text. The icons are designed to help catch your eye and draw quick attention to the "What to do and how to do it". For example, the icon to the left indicates that this activity requires or has a related page in the participant's guide. The title line gives a brief description of what to do, and is followed by script, instructions, key points, etc. that are needed to complete the work.

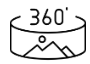
> **IMPORTANT NOTE**
> You may also find important notes such as this one in the text of this guide. These shaded boxes provide particularly important information in an attention getting format.

GRAPHIC CUES-

MODULE BLOCKS:

Goal


Time


Overview


Materials


Break


LESSON BLOCKS

Assessment


Discuss


Capture


Do


Say


Workbook


Process


Video


Transition


Important


PROGRAM OVERVIEW

Why Action Mapping training? Because, Action Mapping is a way to ensure that our performance excellence initiatives are aligned with business goals and are focused on practicing skill building activities.

LEARNING OBJECTIVES:

At the completion of this training the participants will be able to

- Collaborate with stakeholders to create a goal using the action mapping formula
- Collaborate with stakeholders to identify what behaviors are necessary to meet these goals
- Collaborate with stakeholders and SMEs to build an Action Map to identify activities and information that support the behaviors.
- Identify and implement solutions based on the Action Map

PROGRAM TIMING

1 HR PER SESSION

NUMBER OF PARTICIPANTS

1-6

TRAINING AT A GLANCE

Time	Module	Description
10-15 Minutes	Introduction and Objectives	This module contains the objectives, the overview, and the introductory activity …
45-60 Minutes		
10 Minutes	Break	Break

PROGRAM PREPARATION

PREWORK

Participants will complete the Pre-assessment within 24 hours prior to the first meeting. And Explore the Action mapping Ninjas.

REQUIRED MATERIALS

Teams, FG/PG, flip charts

ROOM/TEAMS SET-UP

INSTRUCTOR PREPARATION

Read the entire guide, and practice, to ensure you can confidently lead this training

Send Email to participants. 2 days prior to complete the pre-work

IMPORTANT NOTES

This class requires participation, and outputs from all attendees.

INTRODUCTION TO ACTION MAPPING AND THE DEVELOPMENT REQUEST

Goal

The purpose and goal of this module is to…

- Identify participant readiness to use Action Mapping for performance improvement requests
- Use the Performance Excellence Request Form to identify performance gaps, align business goals, and evaluate priority.

Time

60 Minutes

Overview

This module contains evaluating readiness to use Action Mapping and the introduction to Action Mapping using resources from Cathy Moore's Action Mapping course and blog.

Materials

- Teams meeting
- Performance Excellence Request
- Pre-Assessment (Mindset Challenge)
- Link to Action Mapping Ninjas
-

INTRODUCTION TO ACTION MAPPING

Teams Meeting
10-15 Minutes

Say

Say:
"Welcome to Action Mapping for all HairClub performance improvement professionals. We are so excited to implement this Performance consulting and Instructional design format. It will allow our team to measure the results of our projects and ensure we aren't being order takers and creating information dumps. We are going to jump right in since this training is activity based. As Learning and Development professionals, I want you to keep that in mind as we progress through this Course.
You took a pre-assessment over how you understand your role in performance initiative development, so the first thing we are going to do is score it."

Do

Activity:
Have participants score their answers according to the scoring table below.

1. A=0, B=1, C=2	4. A=0, B=1, C=2	7. A=2, B=1, C=0
2. A=0, B=1, C=2	5. A=0, B=1, C=2	8. A=0, B=1, C=2
3. A=2, B=1, C=0	6. A=2, B=1, C=0	9. A=0, B=1, C=2

PG

The higher the score the farther away from Action Mapping their mindset is. Assign the Deprogram yourself job aid for independent work (deprogram-yourself (1).pdf) and

Facilitator Note:
Have them score themselves. Go over the questions one by one using the answer key in the Deprogram yourself document.

Independent work *between this class and next. Explore the Deprogram yourself job aid to and the Ninjas link to fill in their gaps in knowledge.*

We don't want to overload you with information, so please explore those links as time allows before our next meeting.

HANDOFF MEETING

Teams meeting
Time

Say

Do

Say:
"We will use one scenario throughout this training. Are you ready to take the next step?"

Activity:
Read the scenario: "You hear Sabina, an AD, in a Teams meeting mention that she is putting together a PowerPoint to give to the Performance Excellence team to build customer service training because stylists are not using their time wisely. Sometimes, stylists are having members leave the salon with wet hair so they can get to their next appointment. A few hours later you receive an email, from

Sabina, with a ppt on customer service with all the information that is needed to build a training. She asks you to have it done in two weeks."

Do

Poll:
What do you do?

A. Great! I like making courses when all the information is already there.
B. Okay, but I'm not convinced the course will fix anything
C. I'm going to have to work hard to make this course fun
D. Maybe I should get a job as a barista. I like coffee

Say

Say:
"Like many internal clients, Sabina has made some assumptions that may not be helpful. The Action Mapping Toolkit will help you steer Sabina and clients like her to the best decision. This toolkit assumes you want to solve performance problems and not just make courses on demand, and that your internal clients often decide that training is the solution without analyzing the real problem.

We will focus today on the handoff meeting. Your goal is to clarify the problem and get your client to agree to a more in-depth meeting. You have a job aid in your participant guide on page # called My Handoff Scripts it helps you steer the conversation by knowing what to say and what not to say."

PG

PG: Participants will write the goal in their workbook on page 5.

Do

Activity: Role play
Directions: Depending on the size of the group, role play individually or as a group- round robin style. Use the following information for role play. Participants will need all the information below. The Facilitator(s) play the role of Sabina and Marika.

- Your original stance is that it should be a course and you have already given the information. Will it be ready in two weeks?
- Stylists are taking too long, and members are leaving unhappy
- There have been some customer complaints
- They just need a reminder to use their time wisely.
- The centers are busy, and they typically shorten appointment times to fit everyone in.
- It is important that Marika be involved as well.

PG

***Facilitator Note:** Participants will take notes on the interaction in their workbook on page 5.*

Do

Activity: Role Play
Directions: Participants will complete the PE Development Request form as they ask the facilitators the questions in the form. Answers for Marika and Sabina are below.

Marika: AD thinks it is policy training.	Sabina: AD thinks it is customer service training
1. Policy training 2. We want to take better care of members and understand the policy of appointment time expectations. 3. Stylist will use the time given. 4. Better member retention 5. Business Critical 6. Center Managers 7. Given MCS training. 8. Loss of membership and employee retention	1. Stylist Customer Service training. 2. Stylist will not complain to members and will get their work done in the time allocated. 3. Reduced complaints 4. Less complaints, client retention 5. Super business critical due to member loss and bad google reviews 6. Stylists 7. Emailed the time expectations to CMs 8. Continued member loss and fewer new consultations due to bad google reviews.

Do

Activity: Participants will convince facilitators to agree to a longer, 2-hour meeting. Facilitators will take some convincing.
Facilitator responses:

- We already decided it is a course why do we need to do anything else?
- We can put a recording in HCU for future use.
- We don't have a customer service business goal but it supports our retention goals.
- They all just need to follow the policy

Remember to find a few moments to complete your independent work before our next class which will be over the Kickoff Meeting.