



Performance Consulting: A Strategic Process to Improve, Measure, and Sustain Organizational Results

By Dana Gaines Robinson, James C. Robinson, Jack J. Phillips, Patricia Pulliam Phillips, Dick Handshaw

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NEW EDITION, REVISED AND UPDATED

In America, organizations spend \$175 billion in training initiatives and more than \$500 billion in human resource solutions every year yet often have little to show for it. One reason is that people “jump to solutions” before they identify the causes of the problem. Performance consultants are effective because they partner with clients to clarify business goals and determine root causes for gaps between desired and current results. Only then are specific solutions agreed upon and implemented.

This third edition of the classic book that introduced performance consulting adds a wealth of new material. There are new case examples throughout and four new chapters providing detailed steps for measuring results from performance consulting initiatives on five different levels, including ROI. The book includes a never-before-published Alignment and Measurement Model, allowing you to connect organizational needs and performance consulting initiatives designed to address those needs with the appropriate level of measurement.

This remains a profoundly practical book, featuring tools, models, and checklists. It will enable you to make a difference in your organization that is valued, measurable, and sustainable.

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Editorial Review

Review

“The third edition of *Performance Consulting* is exquisite. The four phases, nine steps, numerous tools, and useful cases make this a definitive user's guide to delivering organization results. The ideas can be readily applied to make sure that effort equals impact. What a rare combination.”

—**Dave Ulrich, Rensis Likert Professor, Ross School of Business, University of Michigan, and Partner, The RBL Group**

“This revised edition of *Performance Consulting* is perfect! Comprehensive, systematically organized, clearly written, professional yet friendly, and filled with excellent explanations, illustrations, and ready-to-use tools.”

—**Harold D. Stolovitch, Emeritus Professor, Workplace Learning and Performance, Université de Montréal, and author of *Telling Ain't Training* and *Training Ain't Performance***

“No physician worth her or his license would assume patients come in solely for a prescription or a procedure; patients seek to get better. Yet people-focused practitioners too often get prescription hungry instead of performance driven when confronted with an ailing organization. *Performance Consulting* is a potent tool and practical resource for everyone who practices in the talent development and organizational improvement field.”

—**Chip R. Bell, author of *Managers as Mentors***

“I am thrilled about the new edition of *Performance Consulting*. The consulting questions, processes, and approaches in this book can be used with any level in an organization and across every discipline. A must-read for CLOs and their teams.”

—**Tamar Elkeles, PhD, Chief Learning Officer, Qualcomm**

“This is a powerful update of a classic book. The third edition, done in collaboration with Dick Handshaw, includes the important thinking of Jack and Patti Phillips on how to demonstrate the results and impact of performance consulting efforts.”

—**William J. Rothwell, PhD, SPHR, CPLP Fellow, Professor, Penn State University, University Park, and President, Rothwell & Associates, Inc.**

“Bringing together the constructs of performance consulting and measurement, this book offers leaders and practitioners the evidence-based approach that will drive lasting strategic impact in our organizations. It's the most exciting business book of the decade!”

—**Jean Larkin, EdD, Vice President, Talent Management, Tyco**

About the Author

Dana Gaines Robinson is the founder and former president of Partners in Change, Inc.. Along with James C. Robinson she is the author of multiple books, including *Strategic Business Partner*.

James C. Robinson is the former chairman of Partners in Change, Inc.. Along with Dana Gaines Robinson he are the authors of multiple books, including *Strategic Business Partner*.

Jack J. Phillips is chairman of the ROI Institute. Along with Patricia Pulliam Phillips he is the author of numerous books, including Show Me the Money.

Patricia Pulliam Phillips is president and CEO of the ROI Institute. Along with Jack J. Phillips she is the author of numerous books, including Show Me the Money.

Dick Handshaw is chairman of Handshaw, Inc., and the author of Training That Delivers Results.

Users Review

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