

<b>Twelve Guiding Principles of the PAL Process</b>	
1.	Verify the business drivers initiating the request and frame the needs assessment within the purpose and expectations of the project.
2.	Gather data from credible sources when administering the needs assessment activities and the Situational Risk Assessment and Analysis.
3.	Identify in sequence: performance requirements, performance gaps, root cause, related needs, and guiding objectives (outcome, execution, and readiness).
4.	Ensure that the <i>guiding objectives and measures</i> (outcome, execution, and readiness) guide the selection and design of the solution.
5.	Propose the performance solution using the Solution Proposal Framework and secure a Performance Alignment Contract with the client.
6.	When presenting recommendations, change roles from <i>messenger</i> to <i>performance consultant</i> as necessary
7.	Continually educate clients and other stakeholders on the context and value of the <i>performance solution design</i> in achieving the desired results.
8.	Get client's and sponsor's up-front decisions on their interest in evaluating and reporting results, using either <i>rapid verification of results</i> or <i>traditional evaluation</i> , and plan the evaluation strategy accordingly.
9.	Link <i>readiness</i> objectives and measures to work setting <i>execution</i> objectives and measures.
10.	If there is a compelling reason to alter the solution design, revisit the client or originating sponsor to communicate the implications and renegotiate the design and expectations as necessary.
11.	Focus the delivery and transfer process on giving up ineffective habits, building confidence and willingness, and sustaining active management reinforcement until transfer is successful.
12.	Acquire, cultivate, and manage partnerships and sponsorship for training and performance processes and solutions.

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