



## Getting to the Essential Content

### Question One: What does success look like?

Consider these variations on “what does success look like?”:

- “What would you like to see happening after this training that isn’t happening now?”
- “What should participants be able to do as a result of completing the training?”
- “If I observed an employee performing to your expectations after the training, what would I see?”
- “So that we can measure the effectiveness of the solution we develop, in one sentence, what would you say is the goal of this training?”
- “Of all the skills the participants should possess, which are most critical to his or her success?”
- “What are the two things personnel are doing or not doing today that create the greatest number of undesired situations for you or the organization?”
- “What metrics will the employees be held accountable for achieving?”
- “What are the criteria the participants will be evaluated against in their performance evaluations?”

Here are some sample follow-up questions—to probe, to clarify, and to add specificity. (Note: your follow-up questions will depend on the answers that are provided to the initial questions asked.)

- “OK, X-ing by using which skills exactly?”
- “Thank you for that. And what differentiates an effective X [clerk, supervisor, machinist] from an ineffective one?”
- “Will you tell me three specific things the employee would need to do to rise to that statement?”
- “And what is the one behavior that is most critical to an employee meeting that goal? And the second most critical behavior?”

### Question Two: Does this get us closer to success?

Consider these variations on the second question:

- “Does this bring us closer to success? How?”
- “Can you tell me how this supports your goal?”
- “What, specifically, will the participants be required to do with this knowledge when performing their jobs?”
- “What is the direct line connection between this content and employees’ performance requirements?”