

The **SIX** **DISCIPLINES** **Workshop**



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C O M P A N Y

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The “finish line” for learning and development has been redefined. It is no longer enough to deliver highly rated and well-attended programs; learning and development’s job is not complete until learning has been converted into results that matter to the business. The new finish line is results.

— Six Disciplines of Breakthrough Learning

Key to Workbook Icons



Your Turn

This is an interactive workshop. The Your Turn icon denotes an exercise—a chance to practice or discuss.



GuideMe[®]

The GuideMe compass indicates practical advice for implementing 6Ds principles both during and after the workshop.



Take-Home Message

Take Home Messages are key points we think are especially important to remember, “take home,” and apply.



Case Study

Case studies are descriptions of real-life cases used in several of the exercises.



Summing Up

The Summing Up sections reiterate the key points of each discipline or each topic.



Now What?

Signals time and questions for reflection. How could you use what you just learned to advantage?

INTRODUCTION

Getting Started

About Fort Hill

Welcome to a Fort Hill Company Six Disciplines Workshop.

Fort Hill is a consulting, training, and learning technology company that focuses exclusively on helping organizations and individuals put learning to work and demonstrate its impact.

Our research identified Six Disciplines that characterize high-impact programs. We teach and use the 6Ds™ to help companies enhance the value they realize from their investments in training and development.

To be effective, learning can no longer be a series of isolated events that are attended and checked off a list. Real learning is an end-to-end process designed to change the learner's behavior in ways that deliver better business results.

Recognizing that transfer and application are often the weakest links in turning learning into results, Fort Hill originated the concept of Follow-Through Management®.

We provide industry-leading Follow-Through Tools® that have enhanced learning transfer for more than 65,000 participants in over 48 countries, helping to ensure that learning delivers results.



About the People Behind This Program

Getting the right people “on the bus” is key to creating a sustainable company. Jim Collins (*Built to Last*) describes how the leaders of such companies need to be people who are resolved to do whatever must be done to produce the best long-term results for their company and their clients, no matter how difficult.

Since its inception in 1999, Fort Hill Company has focused on bringing together people who are committed to making a real contribution to learning and development.

Fort Hill’s executive team designed the Six Disciplines Workshop, based on their best selling book, *Six Disciplines of Breakthrough Learning*, (Pfeiffer, 2006). They gratefully acknowledge the many ideas and insights contributed by other Fort Hill team members and especially Fort Hill’s clients, who are always eager, willing, and quick to learn and share.



Cal Wick is nationally-recognized for his work on improving the performance of managers and organizations.

Cal was named “Thought Leader of the Year” by ISA, the Association of Learning Providers, in 2006. In 2007, Cal received the first-ever Neon Elephant Award. According to Work-Learning Research President, Will Thalheimer, “The Neon Elephant Award is awarded to a person, team, or organization exemplifying enlightenment, integrity, and innovation in the field of workplace learning and performance.”

Cal recognized that the finish line for learning and development programs is no longer the last day of class, but only when improved personal and business outcomes are evident.

Cal earned his master’s degree as an Alfred P. Sloan Fellow at MIT’s Sloan School of Management. He is founder and chairman of the Fort Hill Company. His goal is nothing less than to transform the training and development industry.

Cal Wick’s Friday5s training follow-through software was named a “Training Product of the Year” by *Training Media Review* in 2007.



Roy V. H. Pollock, DVM, Ph.D., is Chief Learning Officer of the Fort Hill Company.

Roy has a passion for helping individuals and teams succeed. He is a popular speaker who loves to teach and learn.

Roy brings a broad range of business and educational acumen to his position. Prior to joining Fort Hill, Roy served as Vice President, Global Strategic Product Development for SmithKlineBeecham Animal Health; Vice President, Companion Animal Division for Pfizer; President of IDEXX Informatics; and President of VetConnect Systems, Inc.

Roy received his B.A. from Williams College and his Doctor of Veterinary Medicine and Ph.D. degrees from Cornell University. He was a member of the faculty at Cornell for eight years where he received numerous awards including the Ralston-Purina Research Award and the American Animal Hospital Association's Veterinarian of the Year.

Roy has a longstanding interest in education and leadership development and is a Fellow of the Kellogg Foundation National Leadership Program. He is a gifted teacher who delights in learning with and from others.



Andy Jefferson, JD, is President and Chief Operating Officer for the Fort Hill Company.

He excels in helping companies maximize the value they realize from their investments in learning and development.

Andy is an accomplished executive with deep line management expertise, as well as experience in strategic planning, sales and marketing, productivity, and technology development in both large and small corporate environments. He understands the challenges of running a company and the importance of making every investment count.

Prior to joining Fort Hill, Andy served as the Chief Executive Officer of Vital Home Services and Chief Operating Officer and General Counsel of AmeriStar Technologies, Inc. He spent the early years of his career as an attorney focused on corporate and complex transactions.

Andy is a graduate of the University of Delaware and graduated Phi Kappa Phi with honors from the Widener University School of Law, where he currently serves on the school's Board of Overseers.

About the Six Disciplines Workshop

The *Six Disciplines Workshop* invites participants to experience the Six Disciplines process with a real focus on application in their workplaces. The workshop is built around a series of exercises and discussions designed to foster collective learning and sharing of best practices.

There are three keys to getting your money's worth from this workshop (or any other learning experience for that matter): Get Ready, Get Engaged, and Get Back to Work*



1. Get Ready.

If there is pre-work, do it. It is part of the complete learning experience and will help you better maximize your time in class.

Think about what you, specifically, want to get out of the program before you go. Discuss your learning goals with your manager.

2. Get Engaged.

Getting engaged means really getting your head in the game and focusing on the program at hand. Take a break from all your emails, instant messages, voice mails and the like to truly focus on the learning opportunity.

Participate fully in the exercises. Speak up. Challenge the workshop leader if you disagree; add examples if you have them. Share best practices with your colleagues so they will do the same with you.

Stop and reflect after each section. Think about how you could apply what you just learned to advantage. Set a stretch goal for yourself.

*from Wick, Jefferson and Pollock: *Getting Your Money's Worth from Training and Development: A Guide for Participants and Their Managers*, in press.

3. Get Back to Work.

This workshop will be of value to you and your company only to the extent that you actually put what you learn to work back on the job.

You'll be provided with access to a follow-through management system in the weeks immediately following the Workshop to help extend the learning period and support your efforts to apply what you learned.

Use it to your advantage. Share your goals and progress with your manager and other advisors who can help you. Follow master executive coach Marshall Goldsmith's advice: "Ask, learn, follow-up, and grow."

What's in It for You?

If you are an HR or Learning Professional, this workshop will take you one step closer to a dream you probably have had since you first began designing and implementing training programs: the dream of ***providing learning that helps people improve their performance in a way that achieves business results.***

We'll focus on application. You will walk away with practical tools and processes to ensure that learning leads to results, and that those results are visible to the people who measure your performance and fund your efforts.

Applying the Six Disciplines will increase both the value your organization delivers and your personal performance.

If you are a line manager, you will learn how to get the most from your investment in employee development. You'll learn how to help them have a greater positive impact on your organization without adding countless hours to your already busy workload.

You will become known as a manager who makes sure that ***the training you pay for produces the results you intended.***

