



Index

A

Aba.com, 130
Accenture survey, 174
Activeguide Web Studio, 116
Adobe, 108
Alfonso's story, 55, 56, 72*fig*–73*fig*
Alger, C., 78, 79, 80, 81
Altalib, H., 48
Amgen (California), 168
Amy's story, 55, 56, 72*t*
Anderson, F., 177, 178
AOL, 202
Ascione, L., 188
ASTD studies, 186
AT&T, 31
Atlantic Monthly, 33
ATT Broadband, 63
Audience: considering “smartness” and needs of, 137; questions to ask about, 120–121

B

Babycenter.com, 199
Backward design concept, 78
Bailey, B., 48
BANs (body area networks), 196
Bersin, J., 168
Beyond e-Learning Approaches and Technologies to Enhance Organizational Knowledge, Learning, and Performance (Rosenberg), 26
Bickham, T., 105
Billington, J., 105
Blended learning (BL), 166–168

BLS (Bureau of Labor Statistics), 81
Brain power, 40
Brecke, F.H., 27
Brown, B.L., 46
Brush, T., 48
Bush, V., 33
Business Objects, 96
Business plan Developer (National Park Service), 177
Business process improvement, 43

C

Calculator for lifting operations. *See* Lifting operations calculator
Captology (computer-as-persuasive-technology), 4
Carr, C., 33
Carroll, J.M., 47
Casimiro, C., 202
Cavanaugh, T.B., 37–38, 49, 121
Cell phones, 45
Cery, G., 37, 47, 48, 49
Chabrow, E., 43
Change management approach, 180–181*t*
Chase, N., 47
“Cheat sheets,” 32
Cheese, P., 174
Chief Learning Officer (magazine), 137
Children Urging Parents Toward Preparedness, 35*fig*
Children's Preparation for Disaster (FEMA's checklist), 34*fig*

Christensen, H., 111, 112, 116, 117
 Christensen/Roberts Solutions, 111, 113, 116
 Cichelli, J., 174, 177
 Clark, D., 9
 Clark, R., 21
 clearingmag.com, 41
 CLO Dashboard: background of, 91; Digital Dashboards applications of, 95–96; Displays the Overall Health of an Initiative, 92*fig*; Drilling Down into Details at the Task Level, 94*fig*; graphical format of, 125; impact of, 94–95; Key Measures for the Sales Readiness Indicator, 93*fig*; organizational readiness for, 95; strategic data (at-a-glance), 91–94
 CLOs (chief learning officers), 91
 Coach format, 125, 126*fig*
 Coach. *See* Salesforce.com’s Interactive Coach
 Cole, K., 48
 Collard, B.A., 46
 Communication issues, 175–177
ComputerWorld (magazine), 96
 Continuing medical education (CME), 175
 Continuous improvement programs, 174–175
 Convergence, 7
 Convio, 96
 Corda Technologies Inc., 96
 Credibility damage, 26–27
 CRM (customer relationship management), 110–111
 Cross-function teams, 172–174
Crossing the Chasm (Moore), 180

D

Dahm, B., 100
 Decision formats. *See* Inform and decide formats
 Delaney, K., 130
 Deloitte Consulting, 42
 Desmarais, M.C., 48
 Destination performance support, 58, 59*t*, 60–61*fig*
 Dickelman, G., 43, 122, 141, 142, 144, 150, 169, 170, 175, 180, 193
 “Digital natives,” 188
Dim Sum: A Pocket Guide (Li), 191
 Disaster Planning for Parents, 62*fig*
 Documentation for the Shake Machine, 89*fig*
 Documents: generation process with ESCRIBA, 71*fig*; generation without ESCRIBA, 70*fig*
 Dorsey, L.T., 48

Douglas, I., 9
 Douglas, L., 69
 Downes, S., 185–186
 Duncan, C.S., 31, 32, 48
 Dunlap, J.C., 189
 Dynametrix (fictitious company), 92

E

E & E (Germany), 69
e-Learning: Strategies for Delivering Knowledge in the Digital Age (Rosenberg), 25–26
 EarthLink Inc., 44
 Economic worth, 24–25
 EDTEC, 129*fig*
 ehelp.com, 64
 Ehow.com, 8
 Einstein, A., 21, 39, 203
eLearn Magazine 2006 Predictions, 185–186
 Electronic reference library: background of, 87–88; development of, 88; impact of conversion to, 91; Jack in the Box computer-based training main menu, 90*fig*; Jack in the Box reference materials/documentation, 89*fig*; real-world limits and adjustments, 88, 90
 Eli Lilly and Company, 85, 86, 87
 Elsenheimer, J., 48
 Employees: assessing performance support and skills of, 28–29; battle for talented and career self-reliant, 45–47; enhancing “digital natives,” 188, 190*e*; motivation to use performance support, 29. *See also* Organizations; Workplace
 Epperheimer, J.W., 46
 EPSScentral.info, 43, 111, 144
 ESCRIBA product (E & E), 69–70*fig*, 71*fig*
 eTForcasts, 45
 Executive information systems (EIS), 96
 Exegi Inc., 197, 199
 External performance support, 37, 38*t*
 Extrinsic performance support, 37, 38*t*

F

Field customer service representatives support, 43, 44*fig*
First Things Fast (Rossett), 120
 Fischer, O., 48
 Fiset, J.V., 48
 FLASH, 45
 Fletcher, J.D., 48

Fogg, B.J., 4
Fontaine, M., 158
Football wristbands: background of, 108–109;
as sidekick support for football plays,
109fig–110
Formats. *See* Performance support formats
Frazee, R.V., 122, 189

G

Gamerman, E., 32, 191, 192
Gautier-Downes, J.D., 4, 35, 56, 123
Gery, G., 37, 150, 165
Gifford, C., 86
Gilbert, T., 24
Glier, R., 166
Goggins, R., 81, 82, 85
Goggle, Inc., 44
Goodrum, D.A., 48
Google Earth, 77
Google Inc., 176
Google News, 176
Gordon, J., 41
Grabinger, S., 189
Graphical format: college savings shortfall displayed in, 131, 132fig; described, 125–127;
Snow's Map of Cholera Deaths, 125–126,
127fig
Grossman, S., 168
GTE, 31

H

Hamilton, A., 180
A Handbook of Job Aids (Rossett & Gautier-Downes), 22, 29, 49, 204
Hanna, S.E., 48
Hansen, E., 110
Hardin, D., 8
Hardy, C., 177, 178
Harless, J.H., 4, 31, 32, 123
Haynes, R.B., 48
Heller, J., 6
HIPAA, 21
Hoffmeyer, M., 108
Hubbard, L., 48
Human Performance Technology (or Human Performance Improvement), 24
Hunt, D. L., 48
Hutchins, E., 20
Hyperion Solutions Corporation, 96

I

IBM performance supports: abundance and effectiveness of, 131, 163; Manager Portal, 152–154fig, 158, 160; On Demand Learning (ODW), 150–151; Seller's Workplace, 151–152, 152fig, 156, 157fig, 160fig, 161fig, 162; Signature Selling Method (SSM), 156
Implementation. *See* Performance support strategies
Indianapolis Star (newspaper), 100
Inform and decide formats: coach format, 125, 126fig; decision table format, 129fig; graphical format, 125–127fig, 132fig; list format, 124–125; savings options using, 131, 133fig
Information: future needs and management of, 197–199; job aids in securing and organizing, 32–33; traditional job aids supporting, 56.
See also KM (knowledge management)
Information overload, 33
Information Week's 2005 annual survey, 43
Instructional Technology Forum, 200
Integration. *See* Performance support-work integration
Intel, 193, 203
International Data Corporation, 139
Internet: examples of Planners on, 77–78; Google Earth, 77; navigation format used on the, 130; search format used on the, 130–131. *See also* Websites
Interservice Procedures for Instructional Systems Development, 31
Intrinsic support, 37, 38t
iViz Group, 96
IvVo, 56

J

Jack in the Box: Computer-Based Training Main Menu, 90fig; electronic library used by, 87–88, 89; New Product Sidekick Performance Support, 68fig; Reference Materials, 89fig
JM Family Enterprises' Toyota dealership, 43
Job aids: assessing employee skills and abilities to use, 28–29; benefits of, 5–7; early form of, 31–32; employee motivation to use, 29; implications of using, 32; resistance to, 121; supporting procedures and information, 32–33; thought-provoking, 33–36. *See also* Performance support

Johnston, B.R., 48
Jonassen, D., 200–201
Jupiter Research, 63

K

Kasvi, J.J., 48
Kesmodel, D., 176
Key learning indicators (KLI), 92
Kirkpatrick's Level 1 evaluations, 188
Kirschner, P.A., Sweller, J., & Clark, R.E., 188
Klein, J.D., 48
KM (knowledge management), 46. *See also*
Information
KMWorld (journal), 46
Knapczyk, D., 48
Knowledge engineering, 43–44
Kotter, J., 176, 180

L

Ladd, C., 48
Laffey, J., 193
“The law of diminishing astonishment,” 165
Learning: blended, 166–168; LMS (learning management system), 194, 200; moving STM into LTM for, 20; ODW (On Demand Learning) [IBM] approach to, 150–151
Leclair, R., 48
Lee, L., 199
Leighton, C., 48
Levy, J., 9, 42
Lewis, N., 162
Li, K.S., 191
Library of Congress inline learning center demonstrations: background of, 105–106; Bubble Text Documents Necessary Steps page, 107*fig*; compared to Salesforce.com Interaction Coach, 116; rollout of, 108; Show Me How page of, 106*fig*; using technology to streamline development, 108; Text Within Bubbles Provides Demonstrations page, 107*fig*
Lifting Equation (NIOSH), 81–82
Lifting operations calculator: background of, 81; online calculator does the math for you, 84*fig*; paper-based calculator for analyzing lifting operations, 83*fig*; for simplifying a complex assessment, 81–82, 84; tailored-step format of, 124
List format, 124–125
LMS (learning management system), 194, 200

Locating information formats: navigation format, 130; search format, 130–131
LTM (long-term memory), 19–20

M

McCabe, C., 48
McDonald, C.J., 202
McDonald, J., 175
Machiavelli, N., 180
McKellar, H., 46
McManus, P., 48, 67, 172, 175, 178, 182
Macromedia Captivate, 108, 141
McStravick, P., 137, 139
McTighe, J., 78, 80
Magnolia's story, 55–56, 73*fig*–74*fig*
Manager Portal (IBM), 152–154*fig*, 158, 160
MapQuest, 60
MapQuest Find Me, 60
MapQuest Mobile, 60
Marion, C., 149, 150, 174, 177
Measuring results, 175–177
Memory: investing in external support assets versus, 68–69; long-term and short-term, 19–20; processing information using working, 21
Microsoft Corp., 176
Mike's Express Carwash, 100, 120
Mike's Express Carwash poster: background of, 100–101; blended solution using, 101; decision to not use technology in, 133–134; how it works, 101–103; panel 1 restrictions poster, 102*fig*; panel 2 displaying high-risk items, 103*fig*; panel 3 showing items requiring attendant attention, 104*fig*; as “simple tool,” 104
MIT Media Lab, 186
Mobile performance support, 44–47, 194–196
Mohr, E., 6, 42, 122, 203
Moore, C., 91, 94, 95
Moore, G., 180
Morrison, J.E., 48
Motorola, 3
MP3 players, 45
My Opportunities (IBM Seller's Workplace), 151, 156*fig*

N

National Institute for Occupational Safety and Health (NIOSH) Lifting Equation, 81–82
National Park Service, 177
National Research Council of Canada, 185
Navigation format, 130

NCR Global Learning, 94, 95
Negroponte, N., 186
Nelson, A., 168
The New Yorker, 3
Nguyen, F., 47, 48, 49, 193, 200
Nielsen, J., 125, 126, 150
NYSE (New York Stock Exchange), 136

O

O'Driscoll, T., 7–8, 41, 155
ODW (On Demand Learning) [IBM], 150–151
Organizational culture: encouraging job aids, 32;
performance support readiness of, 122–123
Organizations: battle for talented and self-reliant
employees, 45–47; outsourcing by, 137–139*t*;
performance support readiness of, 122–123.
See also Employees; Workplace
Outsourcing: issues to consider in, 138*t*–139*t*;
reasons for, 137–138; selecting vendors for,
139–141
Oxley, S., 21

P

Parsimony, 7–8
PCD (performance-centered design), 111, 150, 177
PDA (personal digital assistant): anticipated
increase in use of, 45; benefits of using, 9, 41
Pennsylvania state police, 40
Performance support: appropriate times for
using, 19–26; audience of, 120–121, 137;
Cavanaugh's 2E31 Spectrum of, 37, 38*t*–39*t*;
connections between instruction and, 10–11;
debate over real purpose of, 66; definition of,
24; economic worth reason for, 8–9; external
and extrinsic, 37, 38*t*; future of, 185–204;
inappropriate times for using, 26–29; job aids
in context of, 5–7; memory versus inventing
in, 68–69; parsing, 64–71; resistance to, 121;
“smartness” of, 134–137; value of, 144; what
it is not, 4–5; what we know and don't know
about using, 47–49. *See also* Job aids; Using
performance support
Performance support benefits: mobile support as,
44–47, 194–196; overview of, 7–9, 203–204;
performance results as, 42; support where the
work is done, 43–44
Performance support effectiveness: creating your
own, 163; eight principles for, 155–162; IBM
performance support examples of, 131,
150–154*fig*, 163; quality issues of, 149–150
Performance support formats: coach format,
125, 126*fig*; combining different, 131; deci-
sion table form, 129*fig*; graphical format,
125–127*fig*, 132*fig*; list format, 124–125; nav-
igation format, 130; quiz format, 127–128*fig*;
search format, 130–131; step format,
123–124; tailored-step format, 124
Performance support future: convergence leading
to, 192–193; digital savvy workforce and,
188–189, 190*e*; emerging from business
process modeling, 193–194*fig*; facilitating per-
formance support for less-savvy user, 202;
highlights of, 186–188, 187*e*; learning via
mobile devices, 194–196; new technological
innovations for, 185–186, 199–200; new uses of
performance support, 200–202; over-reaching
concerns, 202–203; performance support con-
tent linked to visuals, 194, 195*fig*; Sherpa
Performance Guides example of, 189, 191, 192;
taming data-rich world as part of, 197–199
Performance support history: beginnings of per-
formance support-work integration, 37–41;
Cavanaugh's 2E31 Spectrum of Performance
Support, 38*t*–39*t*; contemporary state of per-
formance support, 41–47; Gery's work on
performance support, 37; technological ori-
gins, 36–37
Performance support principles: 1: performance
support is tied to achieving business objec-
tives, 155; 2: performance support helps to
define, track, and achieve goals, 155–156; 3:
focus on what really differentiates great per-
formance, 156, 158; 4: performance support
recognizes and delivers needed help,
158–159; 5: performance support helps col-
laboration, 159–160*fig*; 6: great performance
speaks in language of work/worker, 160–161;
7: performance support provides what is
needed, 161–162; 8: performance support
helps people act smarter than they are, 162
Performance support strategies: advancing this
new way of doing business, 177–179*e*; assur-
ing executive sponsorship, 169–172*e*; blending
strategy, 166–168; establishing cross-
functional team, 172–174; implementing as
change management, 180–181*t*; measuring
and continuously communicating, 175–177;
piloting and continuously improving,
174–175; role of learning professional in,
179*e*; targeting priority topics, 168–169

Performance support tailoring: described, 57; finding a destination example of, 58, 59*t*, 60–61*fig*; flip side of, 63–64; parsing, 64–66; pizza delivery example of, 58*fig*; Sidekick and Planner types of, 66*fig*–71

Performance support-work integration: degree of performance support/work, 56–57; finding a destination example of, 58, 59*t*, 60–61*fig*; flip side of, 61–63; history of, 37–41; parsing, 64–66; pizza delivery example of, 57–58*fig*

Performance-centered design (PCD), 111, 150, 177

Personalization: myth of, 63–64; performance support, 8–9

Pilot programs, 174–175

PIMs (personal information managers), 189

Pipe, P., 32

Pizza delivery performance support, 57–58*fig*

Planners: described, 40, 64; integrated supports, 64, 65*fig*; tailored and standard, 66*fig*–71; when to use, 99

Planners applications: calculator for lifting operations, 81–85; CLO Dashboard, 91–96; electronic reference library, 87–91; examples of, 41, 77–78; sales rep incentive tool, 85–87*fig*; UbD rubric for teachers, 78–81

Planning: integration used in, 61–63; performance support for, 38–39

Pompei, D., 110

Porter, W., 39

The Prince (Machiavelli), 180

Procedures: job aids for, 32–33; SOPs (standard operating procedures) automated, 64; steps to complete task dictated by, 123; traditional job aids supporting, 56

Q

Quality issues, 149–150

Quinn, B., 110

Quitnet.org, 60

R

Rae, S., 41

Raybould, B., 47

Relevance, 8

Reynolds, R., 194

RFID (radio frequency identification): benefits of using, 9; personalization through, 196; tasks accomplished using, 169

RoboDemo, 108

Rocket Software's ActiveGuide Web Studio, 116

Rogers, E.M., 180

Rosenberg, M.J., 24, 25, 42, 48

Rossett, A., 4, 6, 9, 35, 42, 48, 56, 67, 120, 122, 123, 172, 174, 175, 178, 182, 189, 203

Rosson, M. B., 47

Rubistar, 81

Rubric for teachers: background of, 78; to help students create curriculum, 80*t*; ironic twist of, 79, 81; reflecting on performance of, 79

S

Saign, D., 46

Sales Navigator Portlet (IBM Seller's Workplace), 151, 157*fig*, 161*fig*

Sales rep incentive tool: background of, 85; content and delivery of, 86; transitioning to a new sales incentive plan, 87*fig*

Salesforce.com Interactive Coach: background of, 110–111; Coach endeavors to reduce chance of error, 114*fig*; coach format of, 125; Coach helps users tailor the application, 115*fig*; Coach points to action to take, 113*fig*; Coach providing task guidance and context, 113*fig*; compared to Library of Congress' demonstrations, 116; development of, 116; highlights of embedded support by, 111–115; new mindset for using, 116–117; users select preferred level of support, 112*fig*

Saltzman, P., 48

Salvatore, R., 88, 91

SAP (software system giant), 69, 71

SAT (Scholastic Aptitude Test), 22, 32

Saving options decision table, 131, 133*fig*

Schafer, L., 189

Schaffer, S., 9, 69

Schramm, W., 39

Schwab.com, 60

Schwen, T.M., 48

Sealey, P., 176

Search format, 130–131

Self-service workplace, 42

Seller's Workplace (IBM): main page of, 153*fig*; My Opportunities Portlet within, 151, 156*fig*; overview of, 151–152; Sales Navigator Portlet within, 151, 157*fig*, 161*fig*; salespeople on their experiences with, 162; Teams and Experts Portlet in, 151, 160*fig*

Sexual harassment, 67–68, 69

Sherpa Performance Guides, 189, 191, 192
Sherry, L., 48
Shoemaker, F.F., 180
Sidekicks: described, 40, 64, 99–100; integrated supports, 64, 65*fig*; Jack in the Box New Product, 68*fig*; shifting expectations of appropriate use of, 191–192; tailored and standard, 66*fig*–71; when to use, 99
Sidekicks applications: examples of, 40–41; football wristbands, 108–110; Library of Congress online learning center demonstrations, 105–108; Mike’s Express Carwash Poster, 100–104; Salesforce.com Interactive Coach, 110–117
Simplicity, 7–8
Singh, H., 43
Sleight, D.A., 48
“Smartness”: considering how much is required, 134; criteria for needed, 135*t*; using technology to create, 134, 136–137. *See also* Technology
Smith, B., 100
Smith, K., 48
SMS (short text messaging), 45
Snow, J., 125–126
Snow’s Map of Cholera Deaths, 125–126, 127*fig*
Software for Performance Support, 142*t*–143*t*
SOPs (standard operating procedures), 64
South Bend Tribune (newspaper), 110
Southwest Airlines, 96
Speedy performance priority, 27
Spool, J.M., 48
The Sporting News (journal), 110
SSM (Signature Selling Method) [IBM], 156
Standard Planners, 66*fig*–71
Standard Sidekicks, 66*fig*–71
Step format, 123–124
STM (short-term memory), 19–20
Stodel, E.J., 202
Stone, D.L., 122
Sullivan, H., 48
SumTotal Systems, Inc., 105
Support formats: step format, 123–124; tailored-step format, 124

T

Tailored Planners, 66*fig*–71
Tailored Sidekicks, 66*fig*–71
Tailored-step format, 124
Tailoring. *See* Performance support tailoring

Talbi, H., 48
Tapscott, D., 188
Task questions, 121–122
Teachers. *See* Rubric for teachers
Teams and Experts Portlet (IBM Seller’s Workplace), 151, 160*fig*
Technology: appropriate use of, 133–137; Captology (computer-as-persuasive-technology), 4; comfort level with, 120; continuing medical education (CME) and role of, 175; future performance support innovations through, 185–186; performance support solutions through, 134*e*; software for building performance support tools, 141–143*t*. *See also* “Smartness”
THINK card (University of Tennessee football team), 166, 167
Thomson/NETg, 268
Thought-provoking job aids: described, 33–36; family preparedness coaching aid example of, 35*fig*; FEMA’s checklist as example of, 34*fig*
Thurow, L., 40
Tobias, C., 174, 182
Tools: performance support context of, 4–5; software for building performance support, 141–143*t*
Training: looking beyond the boundaries of, 9; performance support context of, 9–13*fig*; performance support results versus, 42
Training and Development (journal), 42
Training magazine, 186
2E31 performance support spectrum, 38*t*–39*t*

U

Uehlein, C., 168
Understanding by Design (UbD) [Wiggins and McTighe], 78
University of Tennessee THINK card, 166, 167
U.S. Coast Guard: executive sponsorship strategy used by, 169–172*e*; leadership development initiative (2005) of, 11–12
U.S. Coast Guard Unit Development Leadership Program [ULDP], 169–172*e*
U.S. Department of Labor, 81
U.S. Office of Research and Development, 33, 85
USA Today, 166
Using performance support: appropriate use of technology, 133–137; assessing value of, 144; clarifying the opportunity, 119–123; combining formats, 131; formats for, 123–131; media

and technology options for, 131–137; outsourcing decision, 137–139*t*; selecting vendors, 139–141; software tools for, 141–143*t*. *See also* Performance support

V

Van Dam, N., 42
Vartiainen, M., 48
Vendor selection, 139–141
Villachica, S.W., 122
Visual Mining, 96

W

The Wall Street Journal, 40, 176, 191
The Wall Street Journal Online, 202
Washington State Department of Labor and Industries, 81, 83, 84
Waterman, J.D., 46
Waterman, R.H., Jr., 46
WebMD magazine, 199
Websites: American Management Association
 blending white paper, 166; clearingmag.com, 41; ehelp.com, 64; ehow.com, 8; EPSSCentral, 111, 144; FEMA's checklist, 34; on influenza maps, 126; Lifting Equation (NIOSH), 81–82; lifting operations calculator, 85; navigation format used in, 130; performance centered design (PCD), 150; Quitnet.org, 60; Rocket Software's ActiveGuide Web Studio, 116;

Rubistar, 81; Schwab.com, 60; search format used to locate, 130–131; on user interface design guidelines, 125. *See also* Internet

Weger, P., 63
Weight Watchers Online, 134, 136
Weintraub, R., 150, 158
Weis, C., 110
Whitney, K., 105
Wiggins, G., 78, 80
Wildstrom, S., 45
Williams, D., 196
Williams, J., 197, 199
Wilson, B., 48
Witmer, B. G., 48
Woods, T., 28
Working environment, 120–121
Workplace: performance support outside of the, 44–47; performance support in the, 43–44; self-service, 42. *See also* Employees; Organizations
Wurman, R.S., 33

Y

Yahoo!, 130, 202
Yellow Pages performance support, 57–58*fig*

Z

Zenger, J., 168
Zeroed-In Technologies, 91, 92, 93, 94, 96