

TPS Code of Ethics and TPS Standards

TPS certification entails a program through which management consultants can apply to receive the designation of Certified TPS Consultant. It's a credential that is given to people who satisfy a set of requirements. TPS Academy recognizes practitioners who have demonstrated proficiency in 9 TPS Standards in ways that are in keeping with the TPS Code of Ethics. These standards are intended to promote ethical practice in the profession of total performance technology. The TPS Code of Ethics and standards are described in detail below, which are partly related to the ISPI Performance Standards.

A) TPS Code of Ethics

The TPS Code of Ethics and Standards are intended to promote ethical practice in the profession of total performance technology. The objective is to provide organizations and individuals with the skills, knowledge, abilities, and attitude necessary to create opportunities for achieving desired and required individual, organizational, and societal results.

The TPS Code of Ethics is based on the following six principles:

1. Add Value
2. Validated Practice
3. Collaboration
4. Continuous Improvement
5. Integrity
6. Uphold Confidentiality

1. Add Value

Conduct yourself, and manage your projects and their results, in ways that add value for your clients, their customers, and the global environment.

Guidelines

- Achieve useful results that can be aligned with the organization's mission, objective, and positive contributions to society.
- Focus on results and consequences of the results. Measure performance based on results.
- Set clear expectations about the systematic process you will follow and about the expected outcomes.
- Add value by serving your clients with integrity, competence, and objectivity as you apply the TPS system.
- Respect and contribute to the legitimate and ethical objectives of the organization.
- Help the organization move to where it needs to be in the future.
- Prevent problems from occurring rather than solve problems that could have been predicted and avoided.

2. Validated Practice

Make use of validated practices in TPS strategies and standards.

Guidelines

- Deliver activities, methods, and procedures that have positive value and worth.
- Promote good TPS practices by utilizing positive reinforcement.
- Take decisions based on data.
- Clarify goals and desired accomplishments.
- Detect and analyze opportunities to improve human and organizational performance.
- Objectively evaluate the impact of interventions.

3. Collaboration

Work collaboratively with clients, functioning as a trustworthy strategic partner.

Guidelines

- Listen to the client's ideas, work closely and productively together, and build mutual trust and respect.
- Integrate the company's needs, constraints, and concerns when developing a solution.
- Meet the interests of all parties involved in the TPS project, so there is a win-win outcome.
- Anticipate the client's issues; demonstrate empathy for their concerns and issues.

4. Continuous Improvement

Continually improve your proficiency in the field of TPS.

Guidelines

- Improve and monitor your actions and thinking, continuously make personal improvement a routine and your way of life, based on your PBSC. Focus on the things that you are not good at, habits that limit you and which have an unfavourable influence on your life and your results.
- Make time in your schedule to improve yourself and recognize your responsibility to improve continuously.
- Evaluate your skills and knowledge of TPS on a regular basis;
- Investigate new methods, concepts, tools, strategies, and technologies that may be beneficial to your client.
- Ask your clients how you can improve the effectiveness of your services.

5. Integrity

Be honest and truthful in representations to your client, colleagues, and others with whom you may come in contact with while practicing TPS. You have the moral duty to help and protect them. Act according to your personal ambition.

Guidelines

- Acknowledge any factors that may compromise your objectivity.
- Accept only engagements for which you are qualified by experience and competence.
- Exhibit the highest level of professional objectivity in gathering, evaluating, and communicating information about the process being examined, or the results achieved.
- Let clients know when you believe they are going in the wrong direction.
- Give credit for the work of others to whom it is due.
- Do not use information for any personal gain that would be contrary to ethical objectives of the client's organization.
- Take responsibility and/or credit only for the portion of results that are clearly linked to your efforts.

6. Uphold Confidentiality

Maintain client confidentiality, not allowing for any conflict of interest that would benefit yourself or others.

Guidelines

- Respect the intellectual property of clients, other consulting firms, and sole practitioners.
- Respect and value the ownership of information received.
- Do not disclose information without appropriate authority.

Examples of Ethical Behaviour

- Let a client know that you receive a bonus if they choose a particular product that is included in your recommendations.
- Decline a job if you don't have the expertise the client is requesting.
- When possible recommend a colleague who does have the expertise.
- Don't promise results you can't deliver.
- Listen objectively to client concerns, constraints, issues, etc.

- Never knowingly mislead or lie to your client.
- Hesitate before recommending solutions you haven't been able to implement for yourself.
- Be responsible for the results of your work.
- Not to advertise the attainment of results that cannot be clearly linked to your work.
- Inform the client if, at any time, you are no longer qualified to complete a process or task, and help obtain a specialist, if appropriate.

B. TPS Standards

The 9 Standards of Total Performance Scorecard ensure that the Certified TPS Consultant has conducted his or her work in a manner that includes the following:

1. Focus on results and help clients focus on results based on the TPS concept.
2. Take a systems approach; taking into consideration the larger context including competing pressures, resource constraints, and anticipated cultural change.
3. Add value in how you do the work and through the work itself.
4. Work in partnerships with clients and other specialists.
5. Analysis of the need based on the TPS concept.
6. Analysis of the work and workplace to identify the cause or factors that limit individual and total performance.
7. Design of the solution or specification of the requirements of the solution based on the TPS concept.
8. Implementation of the solution based on the TPS concept.
9. Evaluation of the process and the results based on the TPS concept.

1. Focusing on results

As a TPS specialist, you measure the outcomes of an intervention and assess whether the performance has improved as a result of it.

Focus on Results		
Performances	Criteria	Your Personal Balanced Scorecard
<p><i>You:</i></p> <ol style="list-style-type: none"> 1. Determine the expected result of the assignment. You may help clients specify what they expect to change, or what benefit they expect to gain as a result of the assignment. 2. Determine what will be measured or accepted as evidence that the business need was met. 3. Explain the importance of focusing on results and working according to the OBSC and Project Balanced Scorecard. 	<p><i>So that you and the client can:</i></p> <ul style="list-style-type: none"> ▪ Better evaluate if the effort was successful. ▪ Communicate what the expected outcome is to stakeholders. ▪ Establish goals and performance measures with staff and key clients. ▪ Design your fact-finding efforts and recommend solutions that are more likely to accomplish the desired outcome. ▪ Celebrate and recognize those efforts that accomplished desired outcomes. 	<p><i>Note your personal objectives and improvement actions here--</i></p>

For example, you:

- Confirm what the desired outcome is. This may include professional development, higher productivity, fewer errors, reduced costs, increased customer retention, etc.

- Determine what your client is trying to accomplish and what prevents them from accomplishing it, so you can identify what you have to provide in terms of training and total performance improvement.
- Identify what staff requires to be outcome focused. Direct and train staff to be outcome focused.

2. Take a Systems Approach

A systems approach is important, because organizations are very complex systems that affect the performance of leaders and employees. It is important to distinguish a systems approach from a process model. A process is a transformation of inputs into outputs. A process can be characterized by:

- *Internal/external customers*; process definition begins by defining the internal and external customer.
- *Inputs*; personnel, capital, materials, resources, information, opinions, or anything else a process uses in its transformation.
- *Process*; a series of interconnected activities.
- *Outputs*; products, services, and information.

A system implies an interconnected complex of functionally related components. The effectiveness of each unit depends on how it fits into the whole, and the effectiveness of the whole depends on the way each unit functions. A systems approach considers the larger environment that affects processes and other work. The environment includes inputs, pressures, expectations, constraints, and consequences.

Take a Systems Approach		
Performances	Criteria	Your Personal Balanced Scorecard
<p><i>You:</i></p> <ol style="list-style-type: none"> 1. Identify the current work, workplace, or market environment in terms of how it affects organizational and team performance. 2. Identify the environment and culture of the work and workplace and how it affects organizational and team performance. 3. Identify if there is a lack of alignment between or among: goals, performance measures, rewards/incentives, job/work/or process designs, available systems, tools, and equipment 4. Identify barriers, both in the workplace and surrounding your project, in terms of how these factors could affect processes; organizational and team performance; Identify: key stakeholders, issues affecting the larger environment, workplace constraints and surrounding the project, and consequences of various solutions. 5. Explain the benefits of taking a systems approach 6. Point out the knowledge gained by looking at the larger picture surrounding a project or performance issue. 	<p><i>So that you and the client can:</i></p> <ul style="list-style-type: none"> ▪ Determine if and how the work, workplace, or environment supports the desired organizational and team performance. ▪ Determine if and how the current culture supports the performance. ▪ Analyze how the proposed solutions will affect the greater environment of the organization as a whole. ▪ Determine whether and how the results of your work might jeopardize the client, the organization, or the society. ▪ Help ensure that the methods of deploying and the results of the project will have a positive impact on the client, the larger environment, and society. ▪ Increase awareness of the benefits of a systems approach. 	<p><i>Note your personal objectives and improvement actions here--</i></p>

For example, you:

- . Orient and train staff to have a systems view.
- . Model a systems view in your exchanges with functional managers in the organization.

3. Add Value

As a TPS specialist, you must set the stage for adding value by offering your clients a process that will help them fully understand the implications of their choices, set appropriate measures, identify barriers, etc.

Add Value		
Performances	Criteria	Your Personal Balanced Scorecard
<p><i>You:</i></p> <ol style="list-style-type: none"> 1. Identify two or more possible solutions or courses of action. 2. Identify the worth of the requested solution, by comparing factors such as: <ul style="list-style-type: none"> ▪ Cost to develop, implement, and maintain each. ▪ Likelihood of adoption by the target audience. ▪ Probability of each solution achieving the desired goals. ▪ Implication on employees, consumers, the community, etc. ▪ Ability of the organization to support each solution (rewards the appropriate behaviours and results, provide the appropriate communication/information systems and equipment, maintain sponsorship, etc.). ▪ Risks associated with the success or failure of each solution in terms of threats to safety, health, financial return, customer satisfaction, etc. 3. Recommend solutions that add value, are feasible, and are more likely to accomplish the project goals. 4. Describe the potential value added and how that value will be measured, such as: increased safety, customer satisfaction, number of customer complaints, reduced costs, time to market, cycle time, processing time, wait time, etc. 5. Document the expected value added, the costs (materials, resources, time, etc.), and a schedule of deliverables. 6. Explain the importance of doing work that adds value and the importance of demonstrating the value gained. 	<p><i>So that you and the client can:</i></p> <ul style="list-style-type: none"> ▪ . Establish what will be used as evidence of success and communicate that to all stakeholders. ▪ . Determine if the argument for or against a course of action is documented and communicated. ▪ . State that what you do, adds value. 	<p><i>Note your personal objectives and improvement actions here--</i></p>

For example, you:

- Point out what interventions may be required to fully satisfy the need, such as a change in rewards, a change in the way to give feedback, the need to adopt new tools, and the consequences of not providing these.
- Help the client identify success factors, risks, and associated direct and indirect costs.
- Guide the client in choosing the solution with the best value added.
- Find out where the pain is or where the opportunities lie for the organization.
- Facilitate or participate in meetings on how to best relieve the pain.

4. Work in Partnership

Work in partnership with clients and other specialists. This means that you involve all stakeholders in the decision making around every phase of the TPS cycle. Partnerships are created from listening closely to your client and trusting and respecting each other’s knowledge and expertise, so you both can make the best choices about accomplishments, priorities, and solutions. This requires teamwork. *Teamwork entails sharing knowledge, the work, the thoughts, the feelings, the excitement, the happiness, the pressure, the pleasure, the emotions, the doubts and the success with each other.*

Work in Partnership		
Performances	Criteria	Your Personal Balanced Scorecard
<p><i>You:</i></p> <ol style="list-style-type: none"> 1. Collaborate with stakeholders, experts, and specialists, making use of their knowledge, capabilities, and influence. 2. Take the initiative to define your expectations, relationships, roles, responsibilities, etc. 3. Treat your partners as if they are an integral part of your organization. Listen to their ideas on how you can work closely and productively together; create joint improvement teams; invite suggestions; build mutual trust and respect; reward them if they achieve improvements; let them participate in the celebration of success; involve them in the development of new products and processes; and become a better partner yourself. 	<p><i>So that you and the client can:</i></p> <ul style="list-style-type: none"> ▪ Trust and respect each other’s roles, knowledge, and expertise. ▪ Leverage expertise and influence of others to the client’s benefit. ▪ Share responsibility for all decisions concerning goals, next steps to take in the process and implementation. ▪ Make the best choices about priorities and solutions because you understand your client’s needs, challenges, and culture. <p><i>So that:</i> All stakeholders are involved in the decision making around every phase of the TPS cycle and specialists are involved in their areas of expertise.</p>	<p><i>Note your personal objectives and improvement actions here--</i></p>

For example, you:

- Recommend specialists to assist in the design of solutions or interventions outside of your expertise.
- Convene partners and facilitate meetings related to fact finding, uncovering resistance, setting priorities, weighing alternatives, etc.
- Identify your clients’ issues and needs and help support them in their efforts.
- Recognize the contributions of the subject matter experts and specialists.

5. Needs Analysis

Needs Analysis is about examining the current situation at any level (society, organizational, process, or work group) to identify the external and internal pressures affecting it. The types of analyses include the following:

- Job or Task Analysis—Identifies the required activities, information, processes, and outputs produced and then compares that to actual practice.
- Process Analysis—Identifies the cycle time, process time, waiting times, etc.
- Work Environment Analysis—Identifies and evaluates the effectiveness and efficiency of feedback, the reward and incentive system, communication, work and process designs, and work tools & equipment.
- Market Analysis—Identifies the market size, competition, market growth, etc. Use the TPS Life Cycle Scan and TPS Customer Orientation Quick Scan to do this.

Needs Analysis		
Performances	Criteria	Your Personal Balanced Scorecard
<p><i>You:</i></p> <ol style="list-style-type: none"> 1. Determine the type of analysis required. 2. Develop a plan for conducting the analysis. 3. Develop tools or documents, such as interviews, surveys, or observation forms, required to capture the data. 4. Conduct the analysis. 5. Analyze the data. 6. Interpret the results. 7. Make recommendations based on the results. 	<p><i>So that you and the client can:</i></p> <ul style="list-style-type: none"> ▪ Develop recommendations on whether to act on the findings. ▪ Use a survey format that complies with recommended practices. ▪ Identify the physical and technological opportunities and constraints in the work environment. ▪ Identify the actual work processes used to accomplish work. ▪ Identify the actual and expected outputs of the work. ▪ Identify gaps between what is required and what actually occurs. 	<p><i>Note your personal objectives and improvement actions here--</i></p>

For example, you:

- Identify the objectives of the analysis, who to involve, what data you require, how best to get the data, how the data will be used and by whom, and when you want to begin and end.
- Determine which needs or opportunities lend themselves to further analysis.
- Develop hypotheses regarding why the current situation exists.

6. Cause Analysis

Cause analysis is about determining why a gap in performance or expectations exists. Some causes are obvious, such as new hires lack the required skills to do the expected task and, therefore, the solution must eliminate that gap. Use the TPS risk management model for systematically mapping the causes, effects, and possible actions regarding observed bottlenecks.

Cause Analysis		
Performances	Criteria	Your Personal Balanced Scorecard

<p><i>You:</i></p> <ol style="list-style-type: none"> 1. Make an inventory of most relevant process steps. 2. Determine for each process step the possible failures. 3. Indicate what the cause of each failure is and what the effects of the failure are. Identify the causes, such as: <ul style="list-style-type: none"> ▪ Lack of skills or knowledge ▪ Insufficient environmental support ▪ Inappropriate rewards or incentives or measures ▪ Poorly designed jobs or processes 4. Determine for each failure the actions (solutions) necessary to improve the weak points 5. Implement the actions. 6. Report and review the results. 	<p><i>So that you and the client can:</i></p> <ul style="list-style-type: none"> ▪ Differentiate performance problems that are caused by lack of knowledge and skill from those that are due to environmental, job, or process design; inadequate feedback; insufficient tools; conflicting objectives; or inappropriate performance measures. ▪ Facilitate the search for solutions of problems <p><i>So that:</i> Future design and development will cost effectively address the real need(s).</p>	<p><i>Note your personal objectives and improvement actions here--</i></p>
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For example, point out:

- Those performance deficiencies due to a lack of knowledge and skill that lend themselves to instructional solutions, such as training.
- Why a performance deficiency exists, such as—
 - Product or process defects
 - Poor performance
 - Poor morale and employee satisfaction

7. Design

A design describes the features, attributes, and elements of a solution and the resources required to actualize it. Identify and describe one or more solutions in detail, what will be required to develop and implement them, which is preferred, and why. All Design for TPS projects follow the Identify, Design, Optimize, and Verify (IDOV) model.

Design		
Performances	Criteria	Your Personal Balanced Scorecard
<p><i>You:</i></p> <ol style="list-style-type: none"> 1. Define the design requirements. 2. Identify the objectives of the solution and all elements of the solution. 3. Develop a plan for accomplishing the objectives and elements that includes strategy and tactics. 4. Identify key attributes of the proposed solution—such as learning strategy and tactics, feedback, etc. 5. Identify how the solution will be produced. 6. Identify the resources required. 7. Identify methods for delivering or 	<p><i>So that:</i></p> <ul style="list-style-type: none"> ▪ The objectives, conditions, performances, and the criteria for judging are sufficiently detailed. ▪ The required terms, concepts, rules, principles, and procedures key to performance are present. ▪ The method for evaluating the accomplishment of the objective and the effectiveness of the solution is feasible and sufficiently detailed. ▪ The client understands the 	<p><i>Note your personal objectives and improvement actions here--</i></p>

deploying the solution. 8. Identify how the solution will be maintained or reinforced. 9. Identify methods for evaluating the effectiveness of the solution.	investment in time and resources necessary to develop and implement the solution and can provide the resources to realize the design.	
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For example, you develop a plan for:

- . Accomplish the objectives.
- . Develop, and maintain instructional materials.
- . Redesign a process, job, or system.
- . Change management practices.
- . Evaluate the effectiveness of the solution.

8. Implementation

Implementation is about deploying the solution and managing the change. It's about helping clients adopt new behaviours or use new tools. You develop an implementation plan that includes how you or the client will track change, identify and respond to problems, and communicate the results. Before the implementation, verify if the circumstances for implementation are favourable with the help of TPS Implementation Circumstances Quick Scan. This tool creates insight into the introductory circumstances of the change project.

Implementation		
Performances	Criteria	Your Personal Balanced Scorecard
<p><i>You:</i></p> <p>1. Design a change strategy based. This includes the following:</p> <ul style="list-style-type: none"> • The change objectives, related performance measures, and targets. • Communicating the change honestly, clearly, actively, and face-to-face in a timely way. • Communicating the necessity and the advantages of the change to all involved. Base change proposals on clear arguments. • Paying attention also to those who delay, boycott, and sabotage the change. ▪ What implementation materials and messages will be required and how they will be produced. • Identify successive milestones, risk management activities, timelines, etc. ▪ How the new behaviours and other evidence of adoption will be recognized and rewarded. ▪ What to do in case of resistance. ▪ Who will provide support and reinforcement during deployment? ▪ Identify roles and responsibilities of management, change agent, employees, and other vested parties. 	<p><i>So that you and the client can:</i></p> <ul style="list-style-type: none"> ▪ . Send a uniform message about the why, what, when, and how of the change. ▪ . Determine what tools and procedures are needed to effectively support the implementation. ▪ . Determine how best to track the speed of the deployment and any resistance. ▪ . Determine how to identify and best handle resistance against the change. <p><i>So that:</i></p> <ul style="list-style-type: none"> ▪ . The information serves as a guide for future work and provides information for ongoing evaluation. ▪ . The change is implemented successfully. ▪ . Change is sustained over time. 	<p><i>Note your personal objectives and improvement actions here--</i></p>

<p>2. Develop tools and procedures to help those involved in the implementation. For example, train the trainer sessions.</p> <p>3. Before implementing the change, verify if the circumstances for implementation are favorable. Use Table 6.2 in this TPS book to get insight into the introductory circumstances of the change project.</p>		
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For example, you:

- . Participate on a team to design a change and the implementation strategy.
- . Help develop and communicate the messages.
- . Help train people who will deliver the training, or assist the target audience in adopting the new behaviours, executing the new process, or using the new tools.

9. Evaluation

Evaluation is about testing to what extent the formulated objectives having been realized. Depending on possible differences between objectives and results, the execution of the TPS project can be adjusted. This standard is about identifying and acting on opportunities throughout the systematic process to identify measures and capture data that will help identify needs, adoption, and results.

Evaluation		
Performances	Criteria	Your Personal Balanced Scorecard
<p><i>You—</i></p> <ol style="list-style-type: none"> 1. State outcomes of the evaluation effort in measurable terms. 2. Design a measurement plan based on the project’s goals and outcomes. The plan includes the following: <ul style="list-style-type: none"> ▪ The program or project’s key success indicators or goals in measurable terms ▪ How data will be collected and results validated ▪ The goal against which results will be compared 3. Develop the tools and guidelines for collecting and interpreting data. 4. Measure the impact of the solution. 5. Report your findings and recommendations. 	<p><i>So that you and the client can—</i></p> <ul style="list-style-type: none"> ▪ . Determine whether the solution satisfied the need. ▪ . Determine whether data are valid and useful. ▪ . Determine if the measurement methods are valid and useful. ▪ . Make timely decisions about the need to change and to better ensure the effectiveness of the solution. 	<p><i>Note your personal objectives and improvement actions here--</i></p>

For example, you:

- . Partner with clients to identify ways to capture and track performance data.
- . Evaluate the results of the project