

## Things That Work

Categories of Things	Examples	Some Potential Results
<p><b>Snake Oil</b>  <i>No matter how well intentioned, these are things that do not provide the active ingredients to solve the problems they are supposed to solve. Some people know better and some simply do not know what they don't know.</i></p>	<ul style="list-style-type: none"> <li>• Some practices related to learner control</li> <li>• Some claims for giving team feedback vs. individual feedback</li> <li>• Many personality inventories</li> </ul>	<ul style="list-style-type: none"> <li>• Possibly benign--no particular positive or negative result</li> <li>• Could have a placebo effect--the desired result could be reached anyway</li> <li>• Might make things worse or trade one problem for another</li> <li>• Probably won't be measured because the assumption is that it works</li> </ul>
<p><b>Intuition, Hunches, Tests, Hypotheses</b>  <i>We know we're traveling into uncertain waters and we knowingly set off to explore. We have some sense of what we don't know about what we're doing.</i></p>	<ul style="list-style-type: none"> <li>• Trying a new exercise in a training program</li> <li>• Testing a coaching protocol with a new audience</li> <li>• Much of management or executive coaching</li> </ul>	<ul style="list-style-type: none"> <li>• You'll see if your idea about what to do actually solves the problem</li> <li>• It might</li> <li>• It might not--then you're back to the drawing board</li> <li>• You might move an idea toward respected practice or a researchable idea</li> </ul>
<p><b>Respected Practice</b>  <i>We are not sure exactly why these things work, but they have an excellent track record over time.</i></p>	<ul style="list-style-type: none"> <li>• Use of a method or technique that has worked predictably many times before</li> </ul>	<ul style="list-style-type: none"> <li>• Will probably help to get the intended result</li> <li>• May work in one context but not in another</li> </ul>
<p><b>Research-Based Practice</b>  <i>We know these things work; we know what the active ingredients are; we know in what contexts they work. One still must invest the effort to create high-quality solutions.</i></p>	<ul style="list-style-type: none"> <li>• Let people know what you want them to learn and they are more likely to learn it (objectives)</li> <li>• Provide corrective feedback in private</li> </ul>	<ul style="list-style-type: none"> <li>• Increased learning, motivation, or both</li> <li>• Improved management practices</li> <li>• An environment with fewer barriers to performance</li> <li>• Achieving the desired results</li> </ul>