## KEY POINTS

**DEFINITION:**

*Performance diagnosis* is a problem-defining method that results in:

- accurate identification of actual and desired organizational, process, and individual performance levels.
- specification of interventions to improve performance. (p. 38, 1st paragraph).

### FRAMING

Reflect on your own experiences problem solving and diagnosing performance problems.

**CHARACTERISTIC:**

- Responsible performance improvement efforts are not based on snapshots of performance. For example I have seen:
  - personnel development activities focused on narrowly conceived and trivial performance when more significant problems existed.
  - managers with a solution in search of a problem. This is what management cynics refer to as the "flavor-of-the-month" approach. (p. 38, 2nd paragraph).

### VARIABLES INFLUENCING THE DIAGNOSTIC PROCESS:

- Organizational characteristics
- Decision-maker characteristics
- Analyst characteristics

## FIGURES

Framing the performance diagnosis: (p. 39).

- **FRAMING**

## EXERCISE/EXAMPLE

Reflect on your own experiences problem solving and diagnosing performance problems.

Of the three variables which can influence diagnosing a performance problem, choose one positive characteristic of an organization, decision-maker, or analyst, that could add positive value to the performance diagnosis.

### SOMETIMES YOU START IN THE MIDDLE!

- **Assess performance variables**
- **Specify performance measures**
- **Construct improvement proposal**
- **Determine performance needs**
- **Articulate initial purpose.**