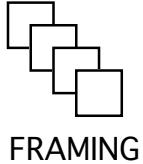
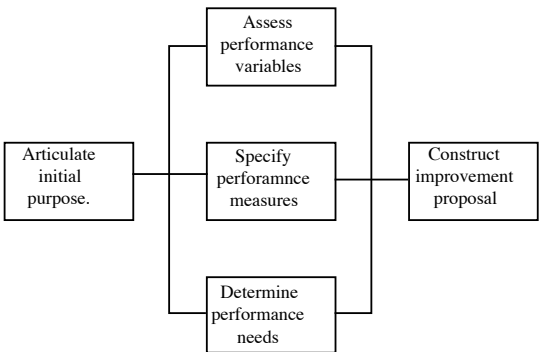


CHAPTER 4: Concepts for Diagnosing Performance

KEY POINTS	FIGURES	EXERCISE/EXAMPLE
<p>DEFINITION:</p> <p><i>Performance diagnosis</i> is a problem-defining method that results in:</p> <ul style="list-style-type: none"> • accurate identification of actual and desired organizational, process, and individual performance levels. • specification of interventions to improve performance. (p. 38, 1st paragraph). 	<p>Framing the performance diagnosis: (p. 39).</p> 	<p>Reflect on your own experiences problem solving and diagnosing performance problems.</p> <p>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.</p>
<p>Responsible performance improvement efforts are not based on snapshots of performance. For example I have seen:</p> <ul style="list-style-type: none"> • 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). 	<p>SOMETIMES YOU START IN THE MIDDLE!</p> 	<p>CHARACTERISTIC:</p>
<p>VARIABLES INFLUENCING THE DIAGNOSTIC PROCESS: (p. 40).</p> <ul style="list-style-type: none"> • Organizational characteristics • Decision-maker characteristics • Analyst characteristics 		

