CHAPTER 5: The Performance Diagnosis Process

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, paragraph).

FIVE PHASES OF A PERFORMANCE DIAGNOSIS:

1. **Initial Purpose** phase articulates the original purpose of the diagnosis.

2. **Performance Variables** phase assesses the five performance variables at the three performance levels.

3. **Performance Measures** phase specifies the relevant output units of performance at the organizational, process, and/or individual levels.

4. **Performance Needs** phase identifies performance needs at the organizational, process, and individual levels and classifies them according to the taxonomy of performance.

5. **Improvement Proposal** phase involves constructing a performance improvement proposal. (Discussed in chapter 6).

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**Figure 5.1.** Diagnosing Performance

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**Figure 5.4.** Matrix of Enabling Questions

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**Figure 5.7.** Taxonomy of Performance