CHAPTER 5: The Performance Diagnosis Process

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, 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).

FIGURES

Figure 5.1. Diagnosing Performance

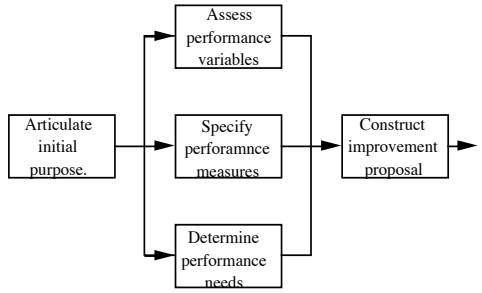

Figure 5.4 Matrix of Enabling Questions

PERFORMANCE VARIABLES ↓ PERFORMANCE LEVELS ↓

	Organization Level	ProcessLevel	Individual Level
Mission/ Goal	Does the organization mission/goal fit the reality of the economic, political, and cultural forces?	Do the process goals enable the organization to meet organization and individual missions/goals?	Are the professional and personal mission/goals of individuals congruent with the organization's?
System Design	Does the organization system provide structure and policies supporting the desired performance?	Are processes designed in such a way to work as a system?	Does the indvidual face obstacles that impede their job performance?
Capacity	Does the organization have the leadership, capital, and infrastructure to achieve its mission/goals?	Does the process have the capacity to perform (quantity, quality, and timeliness)?	Does the individual have the mental, physical, and emotional capacity to perform?
Motivation	Do the policies, culture, and reward systems support the desired performance?	Does the process provide the information and human factors required to maintain it?	Does the individual want to perform no matter what?
Expertise	Does the organization establish & maintain selection & training policies and resources?	Does the process of developing expertise meet the changing demands of changing processes?	Does the individual have the knowledge, skills, and experience to perform?

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EXERCISE/EXAMPLE

CASE STUDY - See Handout

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Process Connections to Story

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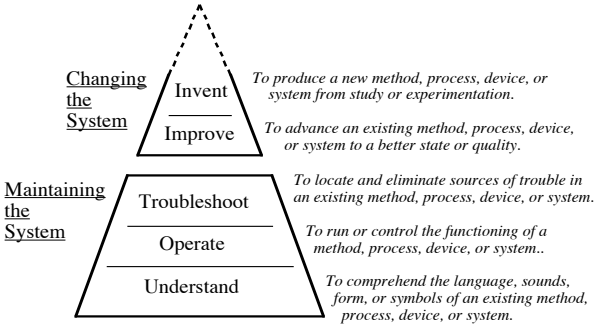
Figure 5.7 Taxonomy of Performance



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