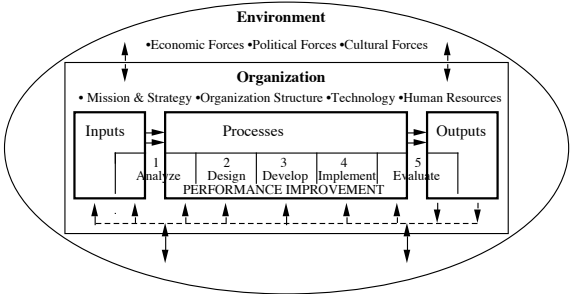


## CHAPTER 15: From Analysis to Performance Improvement

| KEY POINTS   | FIGURES   | EXERCISE/EXAMPLE  |
|--|---|---|
| <p>DEFINITION:</p> <p>The five phases of performance improvement are:</p> <ol style="list-style-type: none"> <li>1. Analyze</li> <li>2. Design</li> <li>3. Develop</li> <li>4. Implement</li> <li>5. Evaluate</li> </ol> | <p><b>Figure 151.</b> Systems Model of Performance Improvement</p>  <p>The diagram illustrates the Systems Model of Performance Improvement. It is structured as follows:         <ul style="list-style-type: none"> <li><b>Environment:</b> The outermost layer, containing Economic Forces, Political Forces, and Cultural Forces.</li> <li><b>Organization:</b> The middle layer, containing Mission &amp; Strategy, Organization Structure, Technology, and Human Resources.</li> <li><b>Inputs:</b> On the left, a box labeled 'Inputs' with an arrow pointing to the 'Processes' box.</li> <li><b>Processes:</b> A central box labeled 'Processes' containing five numbered steps: 1. Analyze, 2. Design, 3. Develop, 4. Implement, and 5. Evaluate. Below these steps is the text 'PERFORMANCE IMPROVEMENT'.</li> <li><b>Outputs:</b> On the right, a box labeled 'Outputs' with an arrow pointing from the 'Processes' box.</li> <li><b>Feedback Loops:</b> A dashed line at the bottom of the 'Processes' box has arrows pointing up to each of the five steps. Additionally, there are vertical double-headed arrows connecting the 'Environment' and 'Organization' layers, and the 'Inputs' and 'Outputs' boxes.</li> </ul> </p> <p>Performance improvement phases (analyze, design, develop, implement, &amp; evaluate) within the organization.</p> <p>Figure 2.3 Systems Model of Performance Improvement</p> <p><i>Richard A. Swanson, 1993</i></p> | <p>For a performance improvement intervention to be worthwhile, it should lead to:</p> <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol> |
| <p>5 PERFORMANCE VARIABLES</p> <ol style="list-style-type: none"> <li>1. Mission/Goal</li> <li>2. Systems Design</li> <li>3. Capacity</li> <li>4. Motivation</li> <li>5. Expertise</li> </ol>                            |   |   |

