

Performance Diagnosis Matrix of Enabling Questions

PERFORMANCE
VARIABLES

PERFORMANCE LEVELS

↓	Organization Level	Process Level	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 individual 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?

Swanson, R. A. (1996). *Analysis for improving performance: Tools for diagnosing organizations & documenting workplace expertise*. San Francisco: Berrett-Koehler (p. 52).