

Performance Improvement: Exploring a Dimension of High Performance

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Agenda

- What is Performance Improvement Technology
 - The Landscape
- The Anatomy of Performance
- Performance Improvement: The Job Level

What is Performance?

- Those valued results produced by people within a system.
 - Activity + Results = Performance

What is technology?

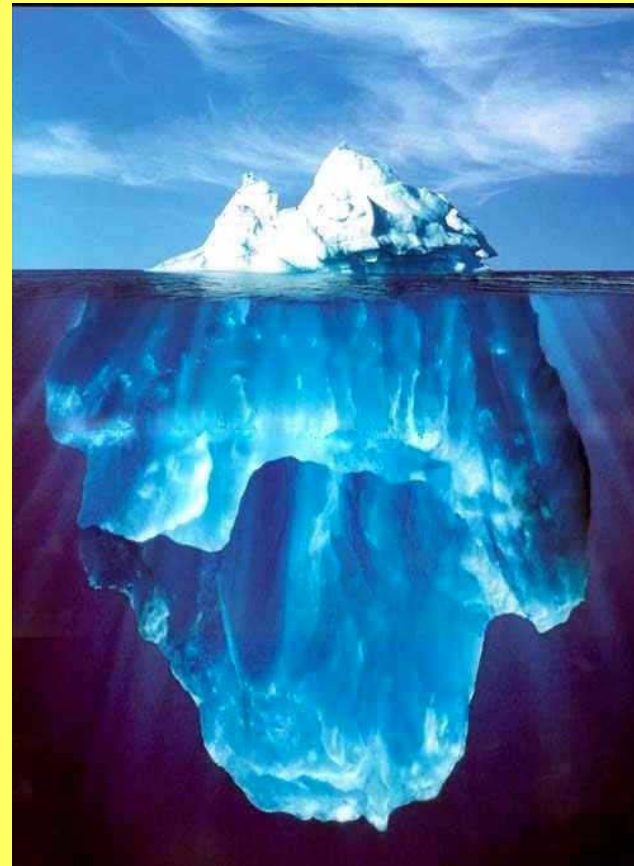
- Technology is “the systematic application of science or organized knowledge to practical tasks.” -J. K. Galbraith
- Applied science

What is Performance Technology

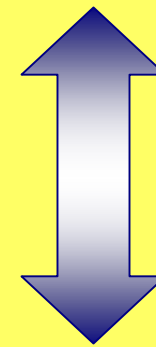
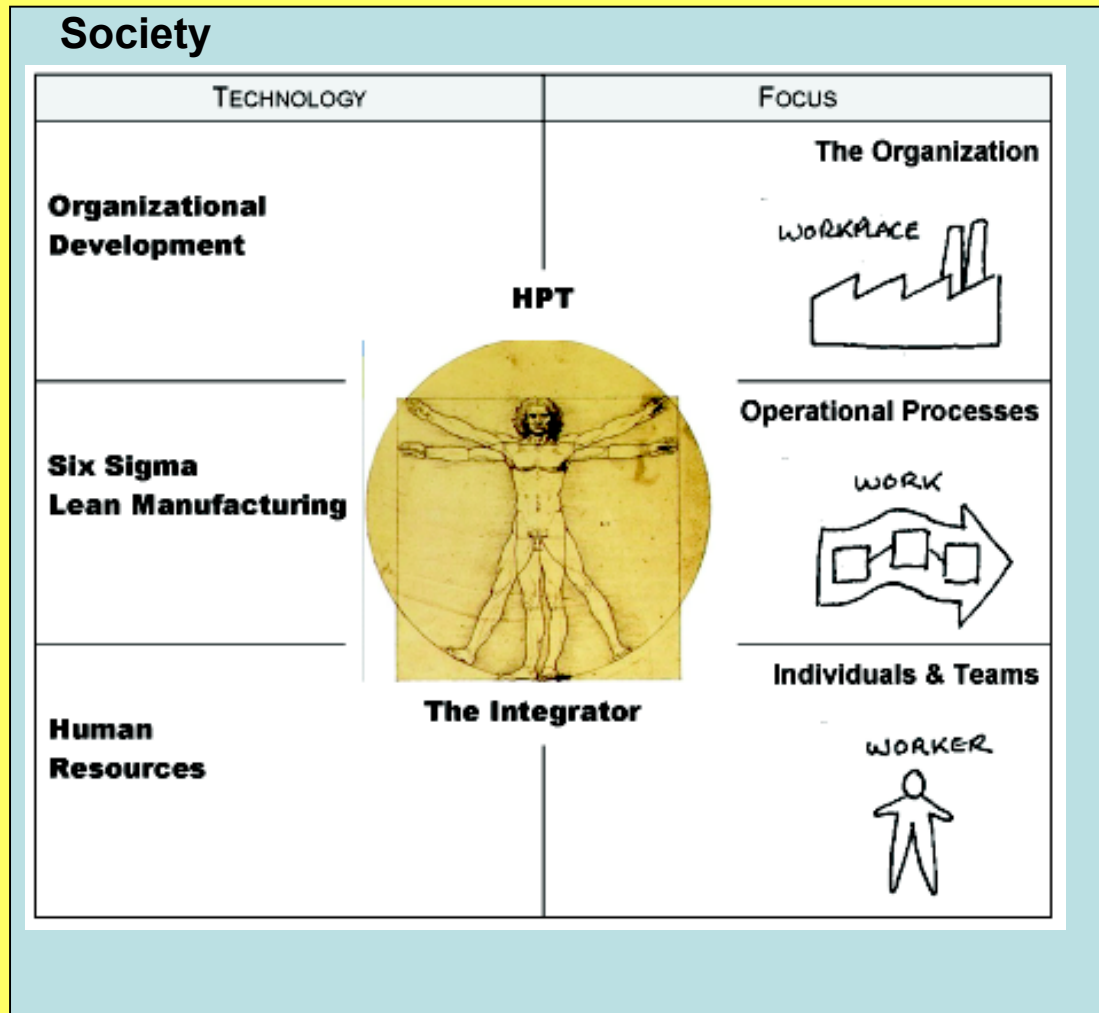
- An integrated systems approach to improve human performance

The Performance Technology Landscape

- Principles:
 - Focused on **results**
 - Takes a **systems viewpoint**
 - Adds **value** to the enterprise
 - Establishes **partnerships**



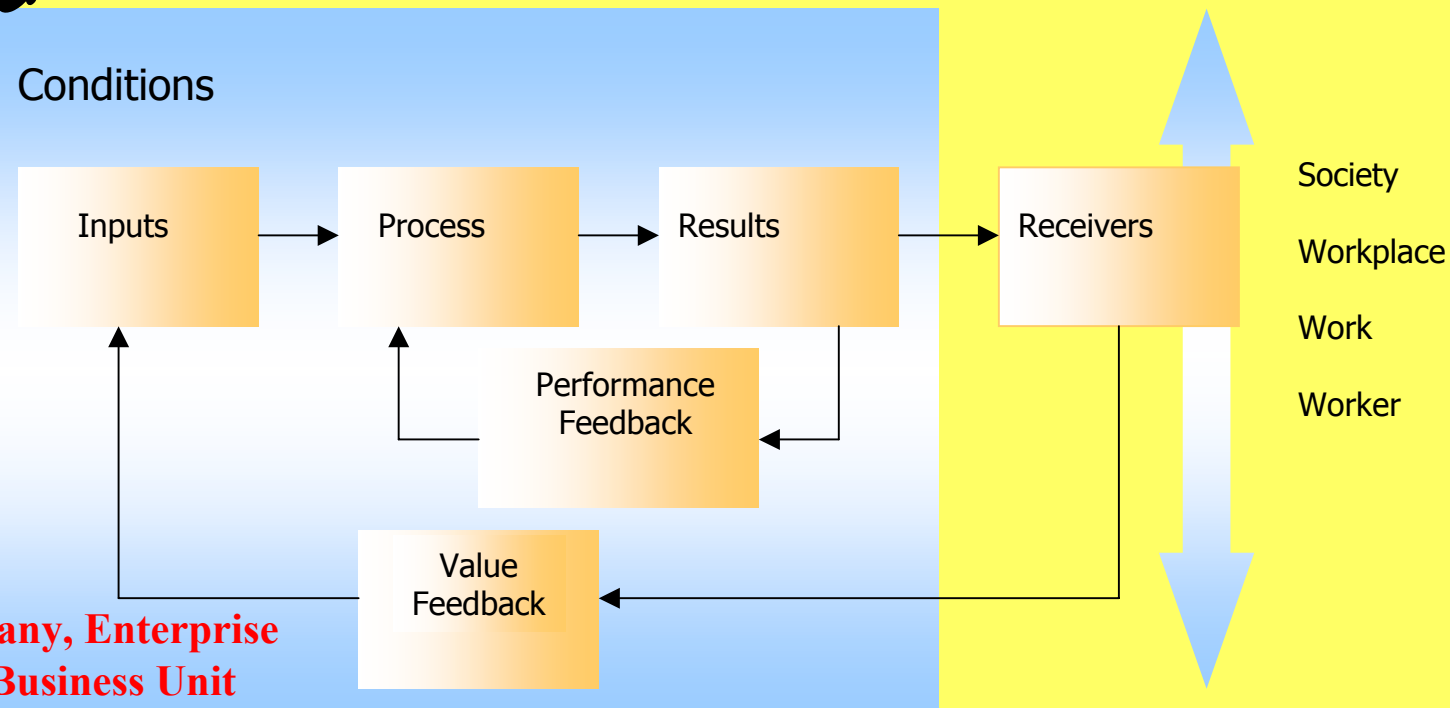
The Integrator



Scalable

How we think: A Systems Model

Culture



Scaleable:

- **Total Company, Enterprise**
- **Division or Business Unit**
- **Plant or District**
- **Department**

Performance occurs in this direction.



We Analyze & Design Performance in this direction.

The Anatomy of Performance Framework

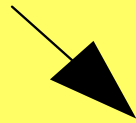
Adapted from the work of
Geary Rummel

The Vacuum View



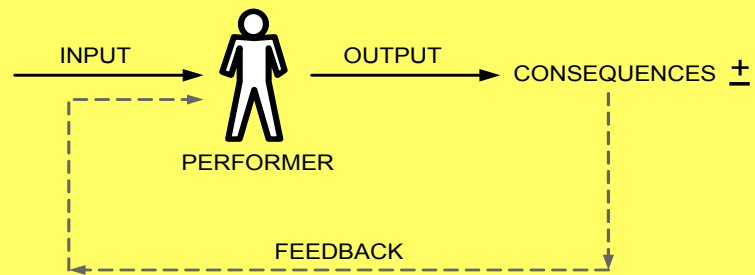
The Vacuum View

K/S

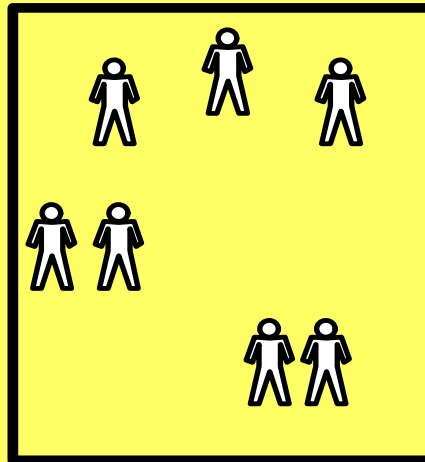


\$ Or **€**

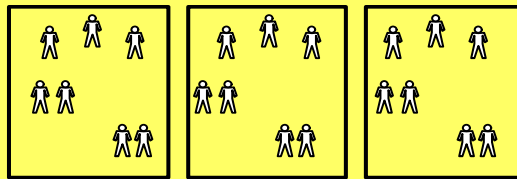
The Performance View



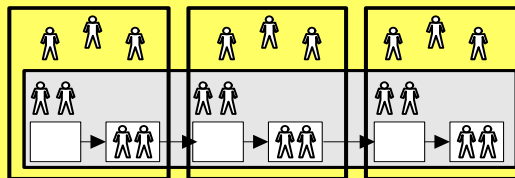
The Anatomy of Performance



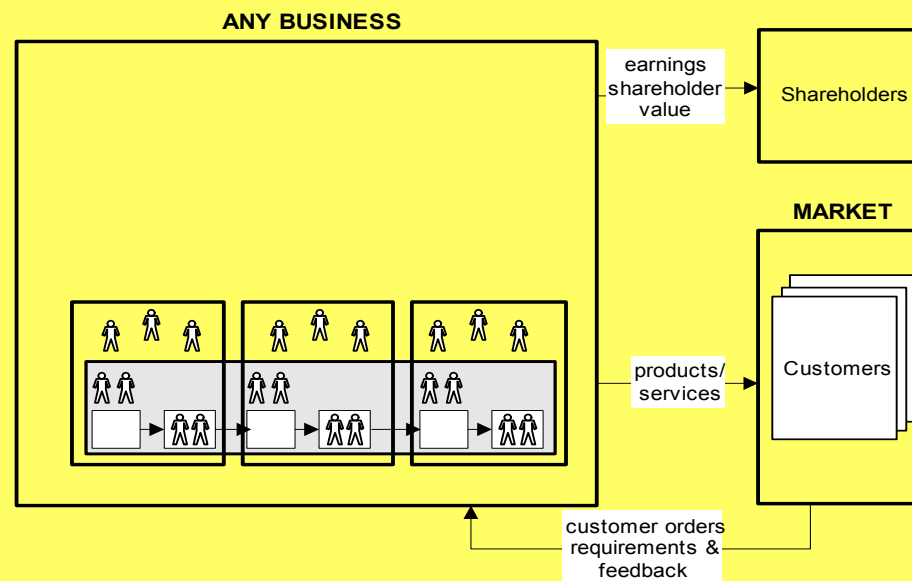
The Anatomy of Performance



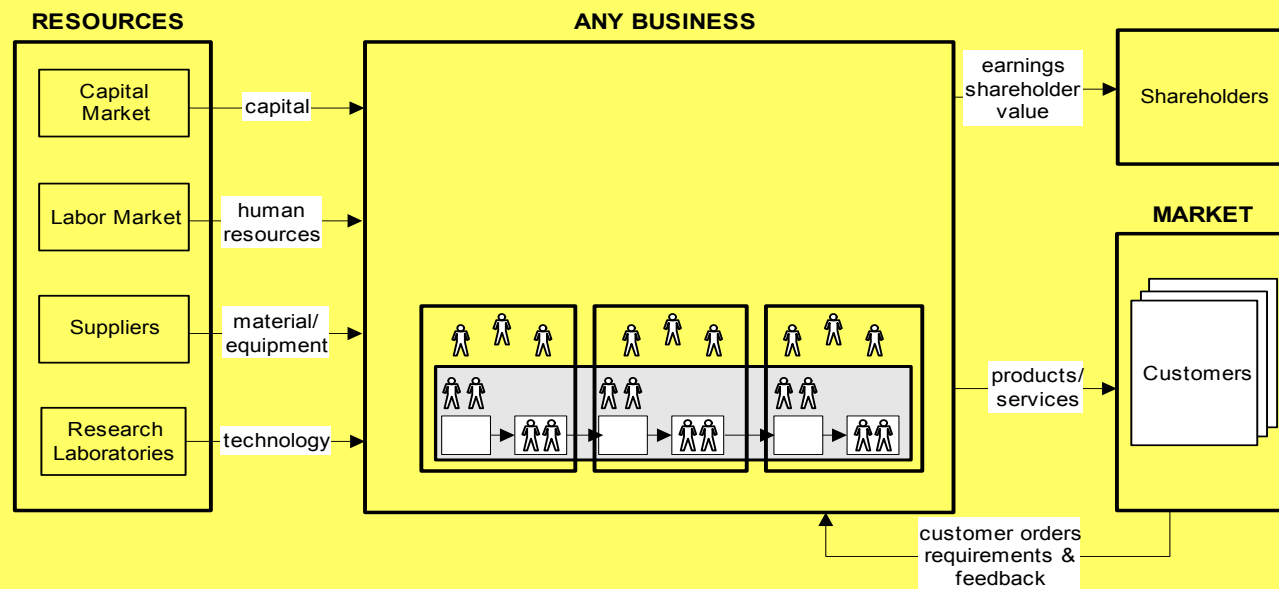
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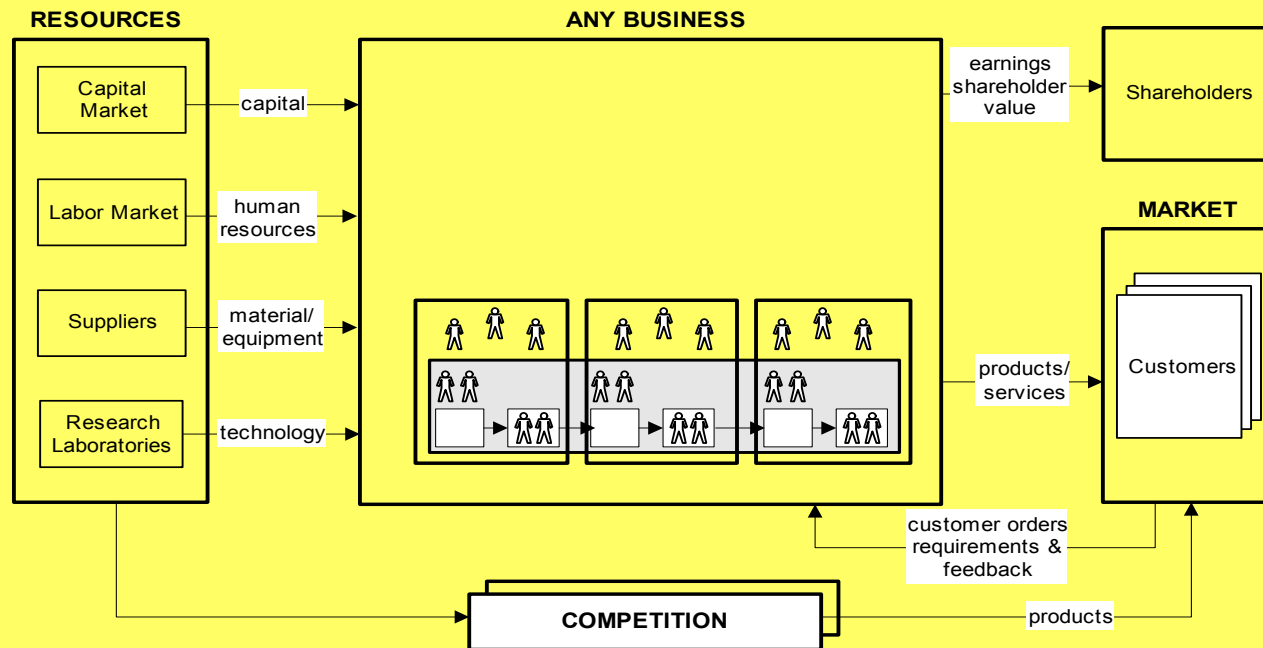
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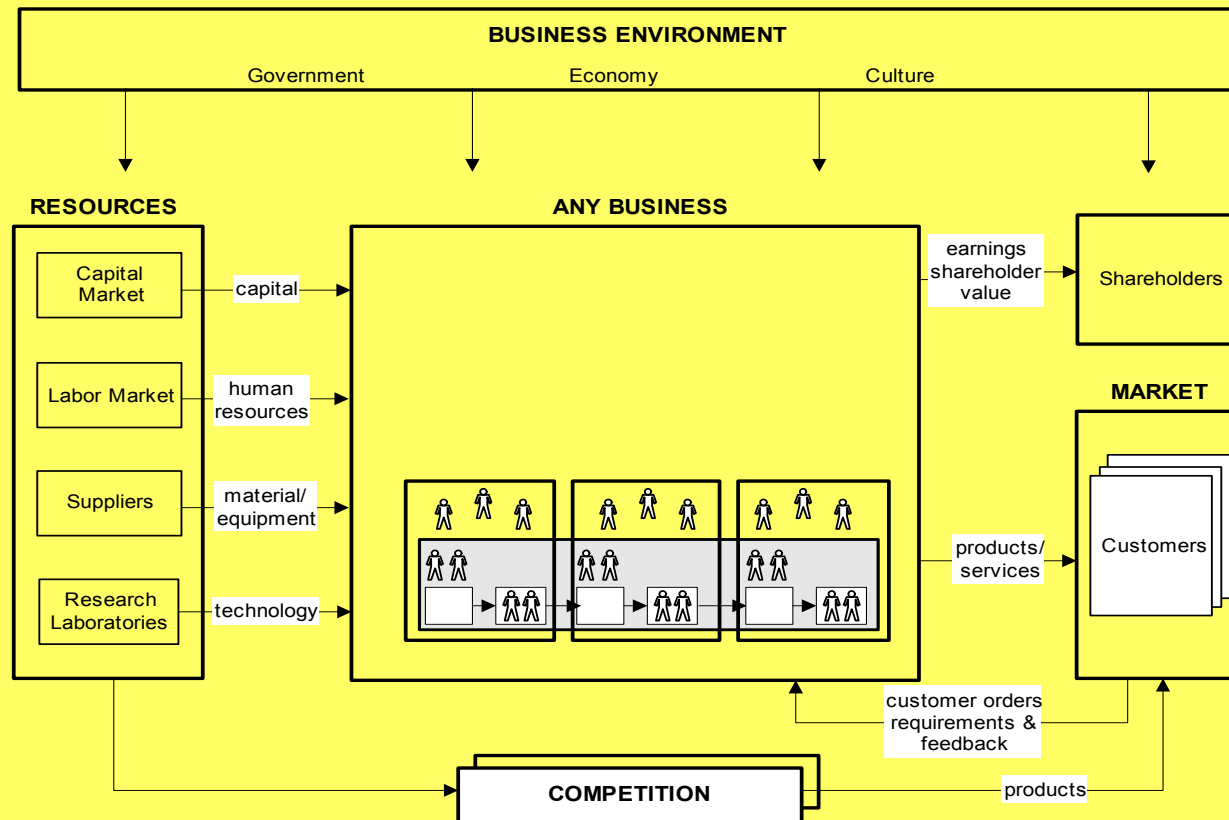
The Anatomy of Performance



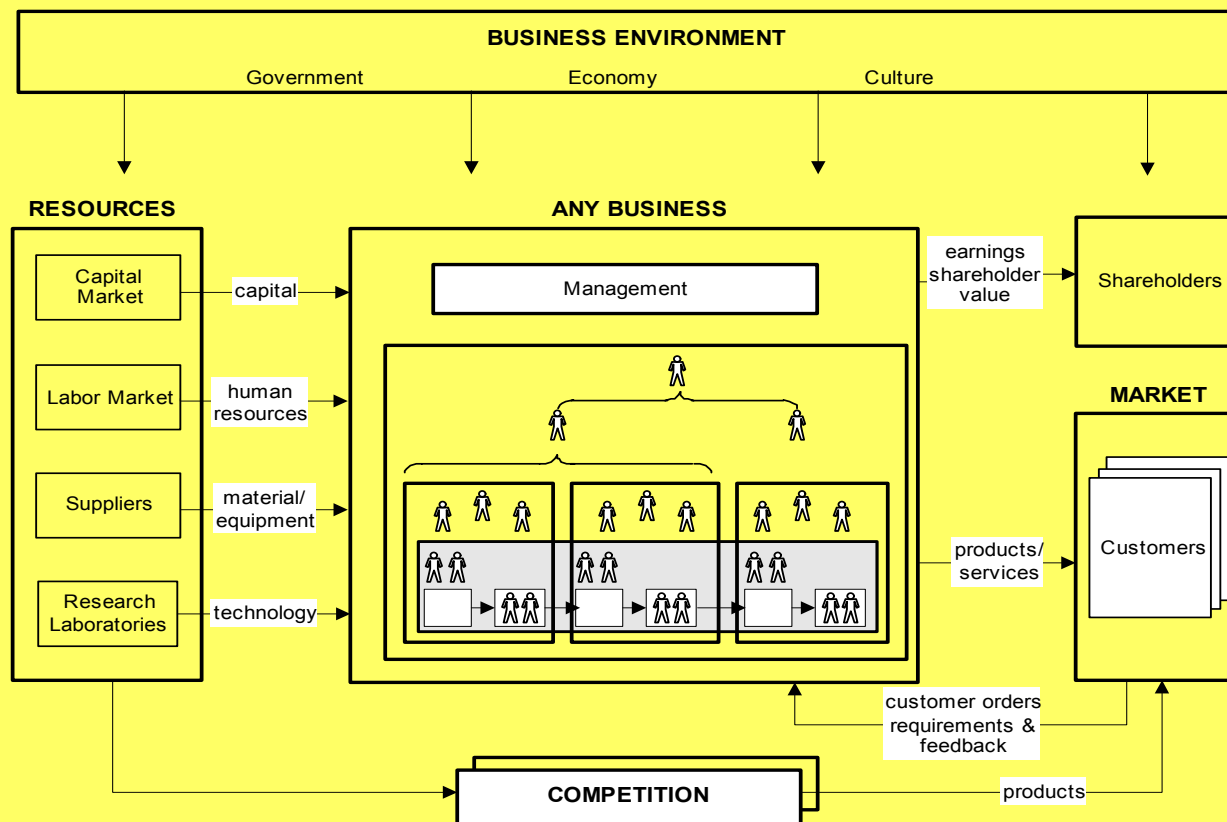
The Anatomy of Performance



The Anatomy of Performance



The Anatomy of Performance



Anatomy of Performance – Key Points

1. A business is a processing system:

- The business organization transforms customer needs/requirements into valued products or services via a Value Chain of core processes
- An organization is a *value machine*, producing value for both its customers and investors

Anatomy of Performance – Key Points

2. A business is an Adaptive System:

It must adapt to changes in

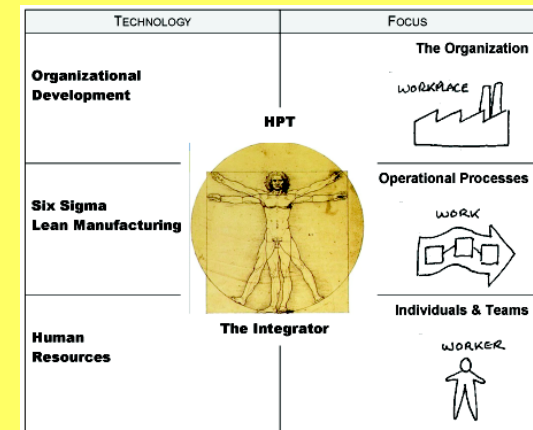
- The consumer marketplace
- The capital marketplace
- Competition
- Resources/Supply Chain
- The general business environment of:
 - ✓ The economy
 - ✓ Governmental constraints/benefits
 - ✓ Societal expectations

A business must “Adapt or Die”

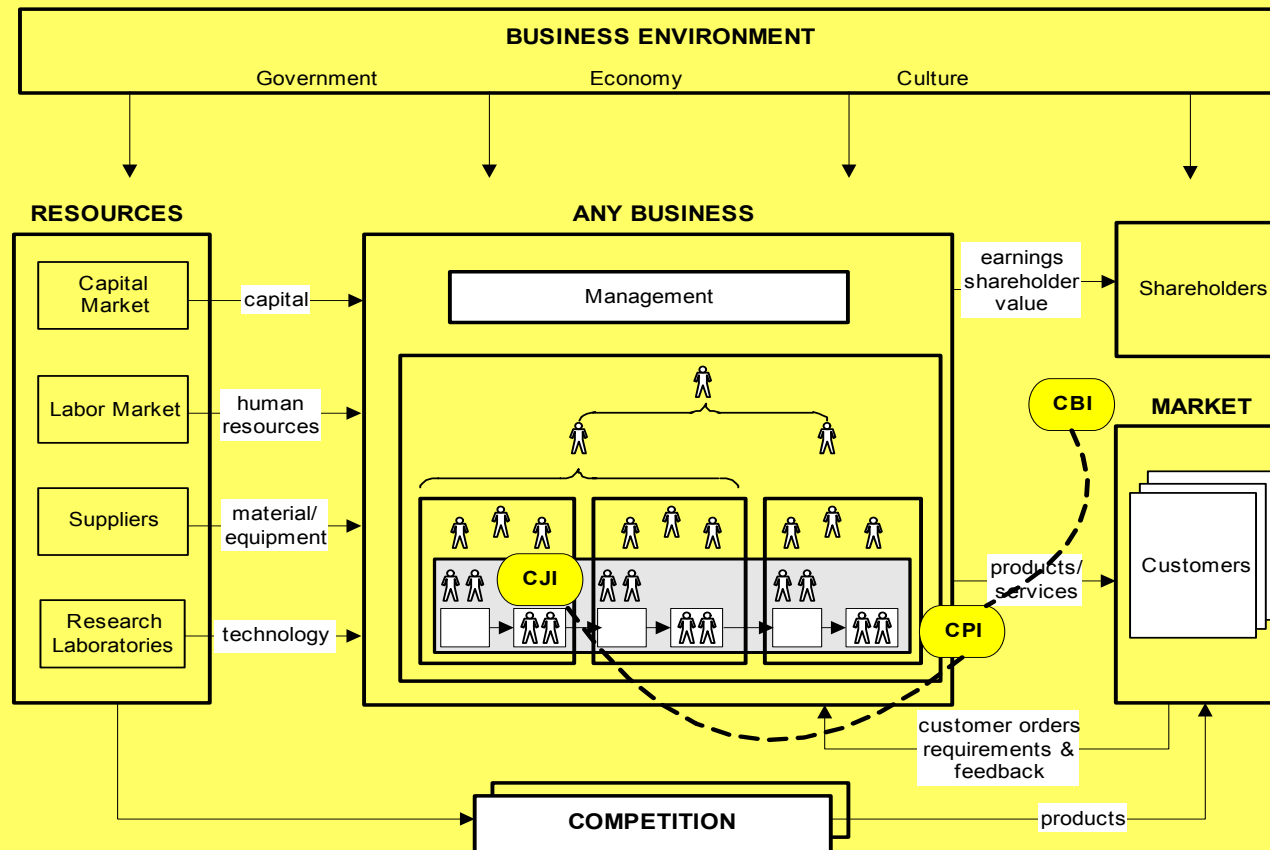
- Low gear” – adapt to survive
- High gear” – adapt to thrive

Anatomy of Performance – Key Points

3. Organization effectiveness requires alignment at three Levels:
- Organization, workplace
 - Process, work
 - Function/Jobs/Performer, workers



The Anatomy of Performance and the Results Chain



Results Chain

CRITICAL
BUSINESS
ISSUE

"Loss of Market Share"
Desired Results:
Market Share of 60%+
Current Results:
Market Share of 48%

CRITICAL
PROCESS
ISSUE

"Drop in Customer Satisfaction"
Desired Results:
Order Cycle Time of 3 days
Current Results:
Order Cycle Time of 30 days

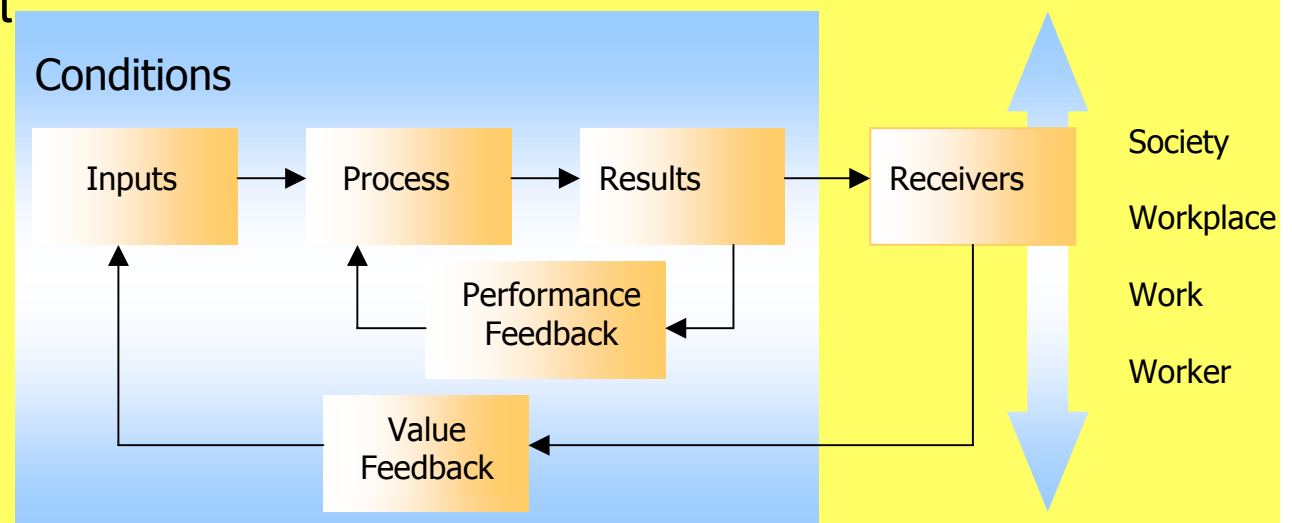
CRITICAL
JOB
ISSUE

"Inaccurate, late Order Forms"
Desired Results:
* Zero Incomplete Order Forms
* 100% Accurate Orders
* Orders Submitted Daily
Current Results:
* Between 1 – 10% Incomplete
Order Forms
* 83% Accurate Orders
* Orders Submitted Weekly

Anatomy of Performance – Key Points

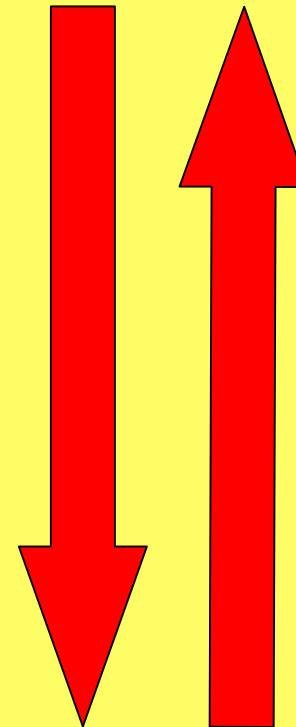
4. The Anatomy of Performance is a framework that identifies the major variables impacting organization results.
5. The Anatomy of Performance is a scaleable model. It applies to the:
 - Total company
 - Division or Business Unit
 - Plant or District
 - Department

Remember?



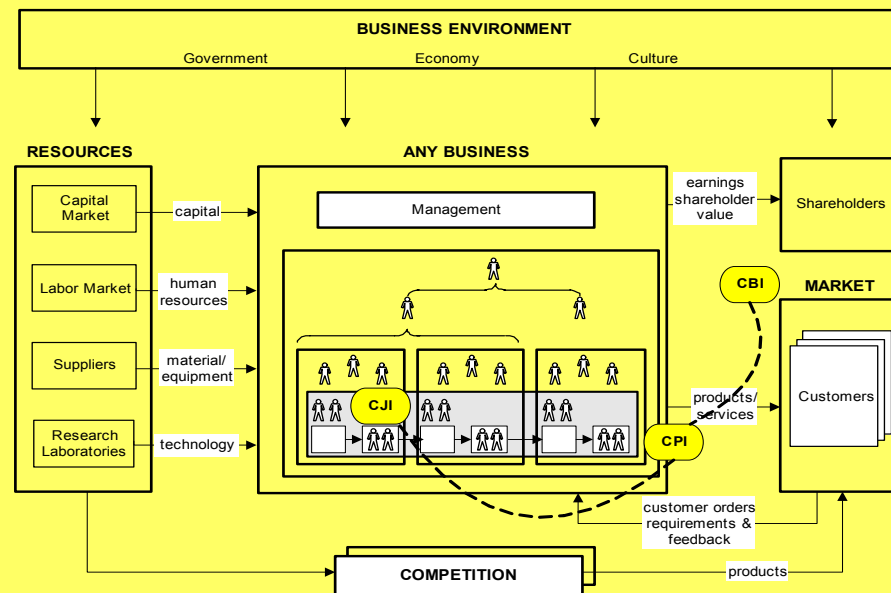
Points of Entry

- Performer/Job
 - “Train these people in...”
 - “Fix these performers...”
 - “Fix these managers...”
- Process
 - “Customers are unhappy with...”
 - “The quality of product ‘X’ is bad”
 - “New product introductions take too long”
- Organization
 - “Customer satisfaction scores are dropping”
 - “Profits are off-target”
 - “Market share is slipping”



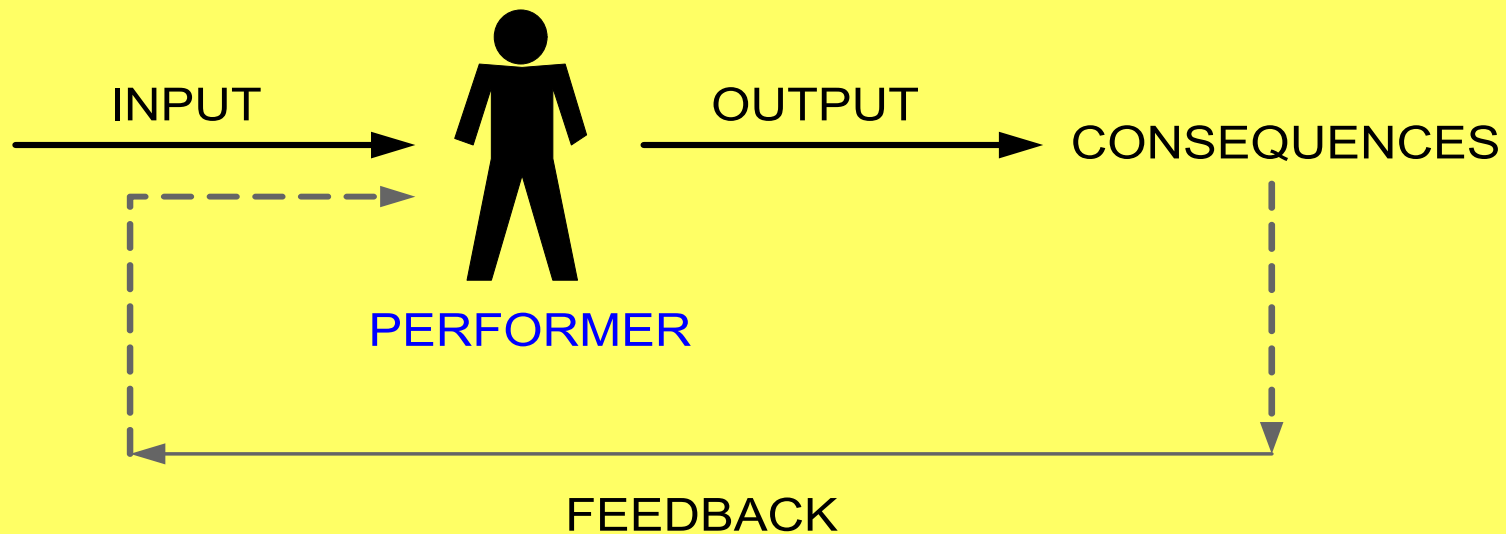
Job Level

The Anatomy of Performance and the Results Chain

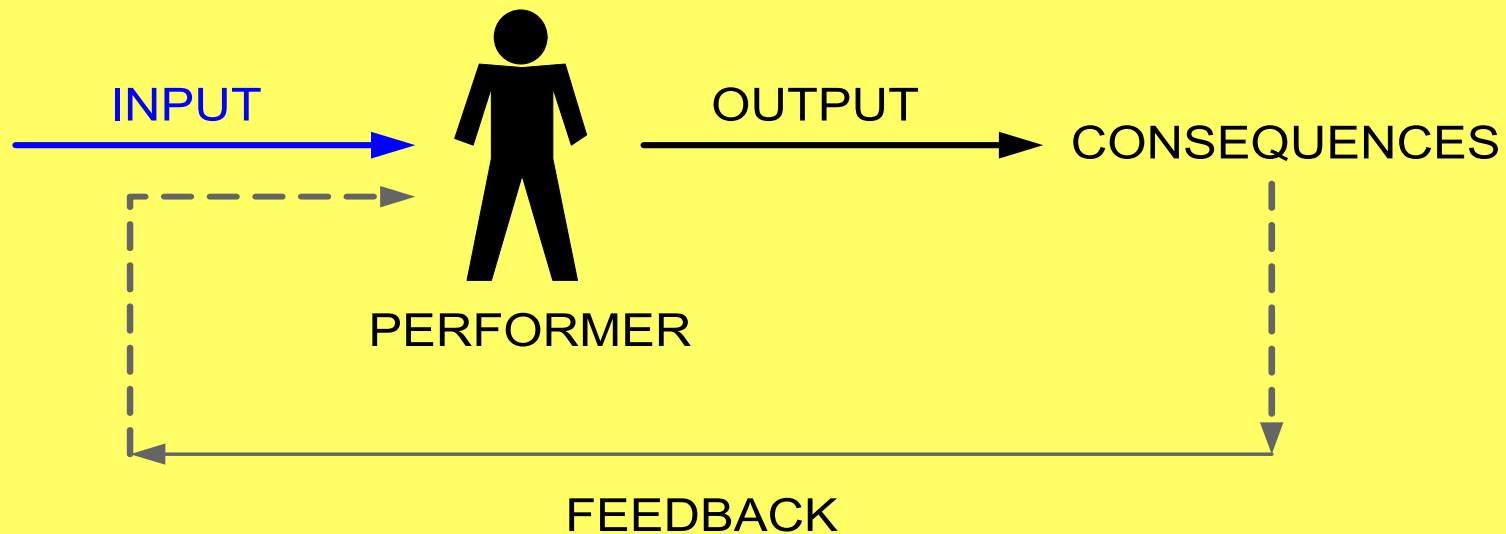


- **How to Get Job Results – Responding to a Critical Job Issue (CJI)**
- How to Get Process Results – Responding to a Critical Process Issue (CPI)
- How to Get Organization Results – Responding to a Critical Business Issue (CBI)

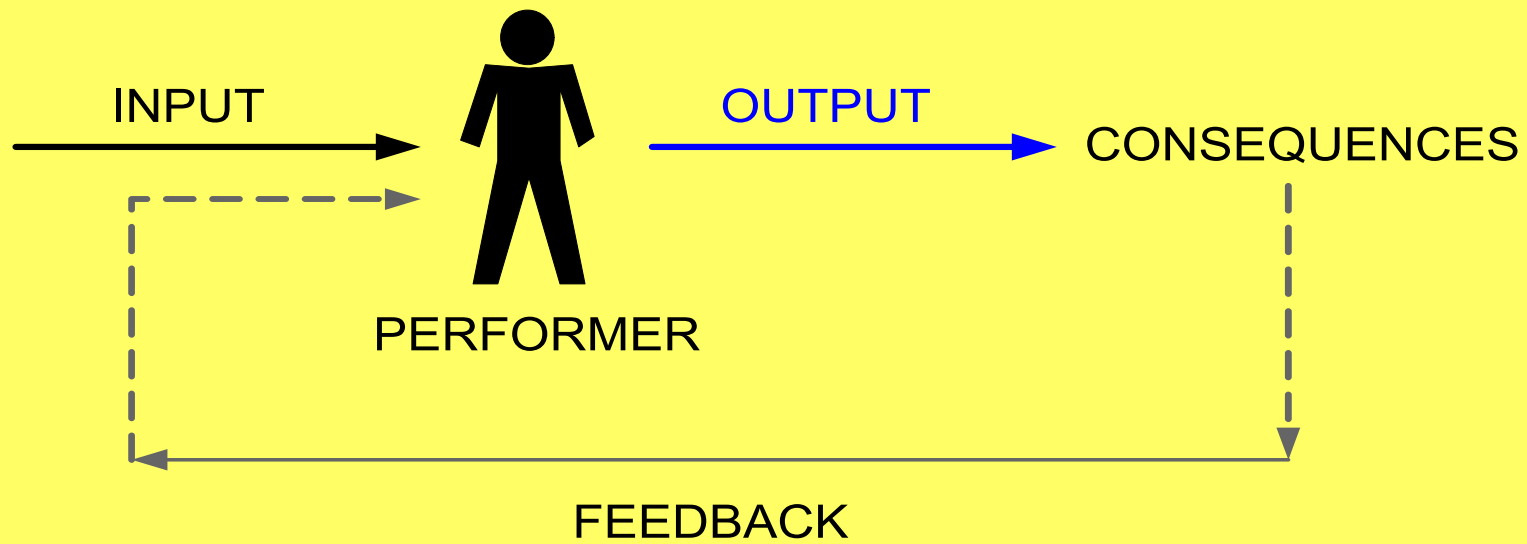
The Human Performance System (HPS)



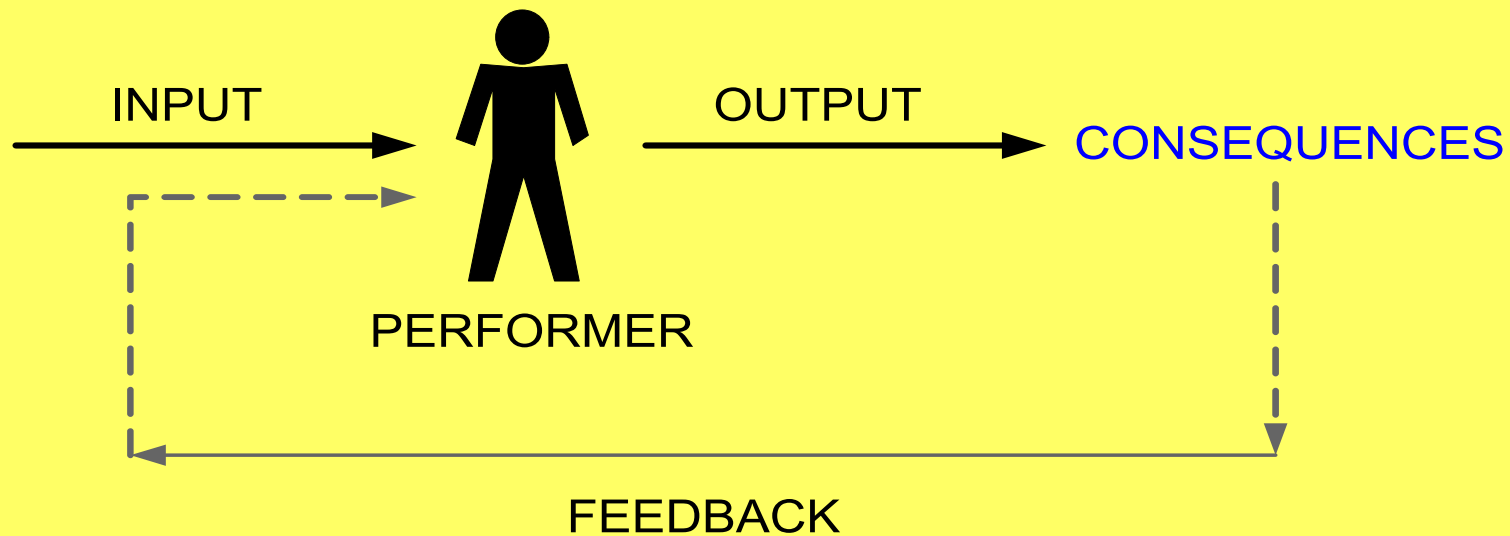
The Human Performance System (HPS)



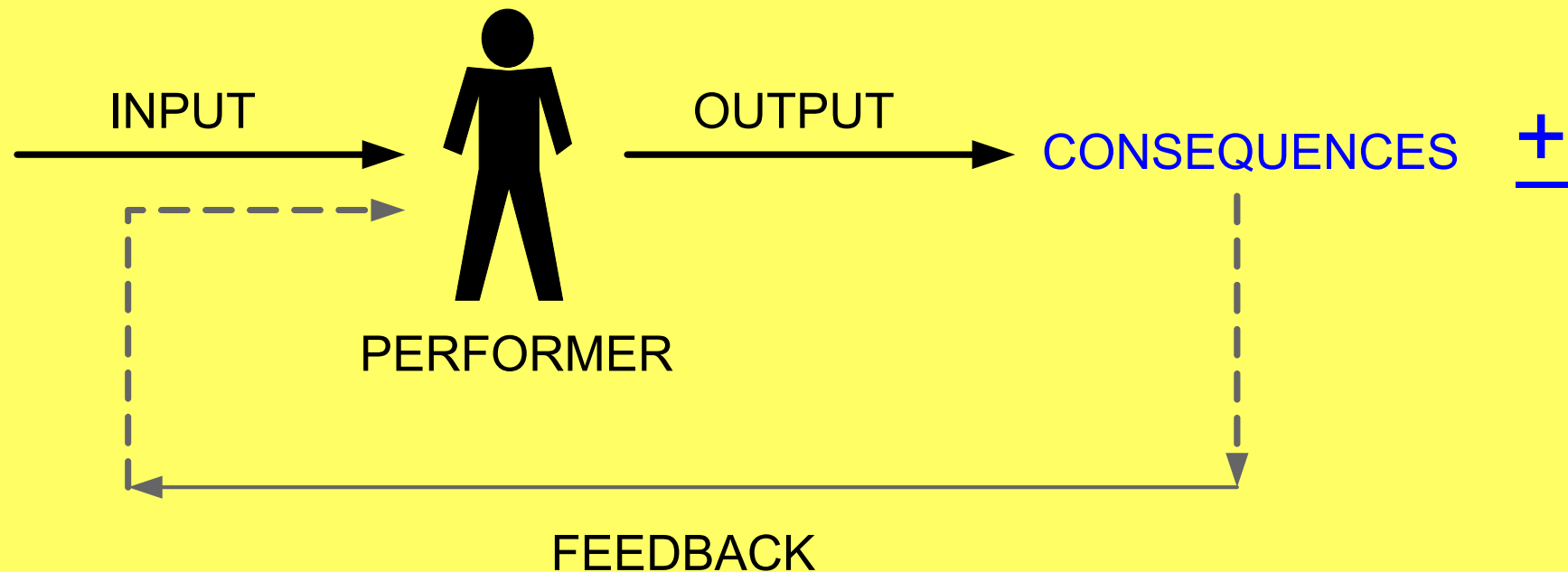
The Human Performance System (HPS)



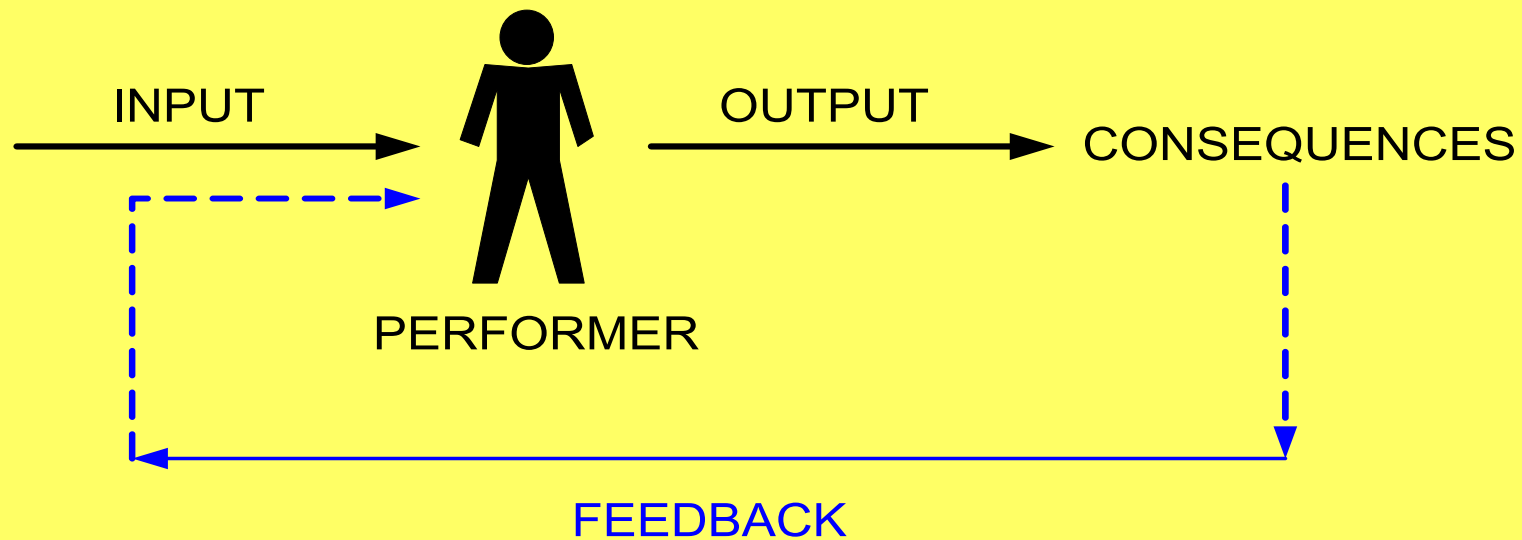
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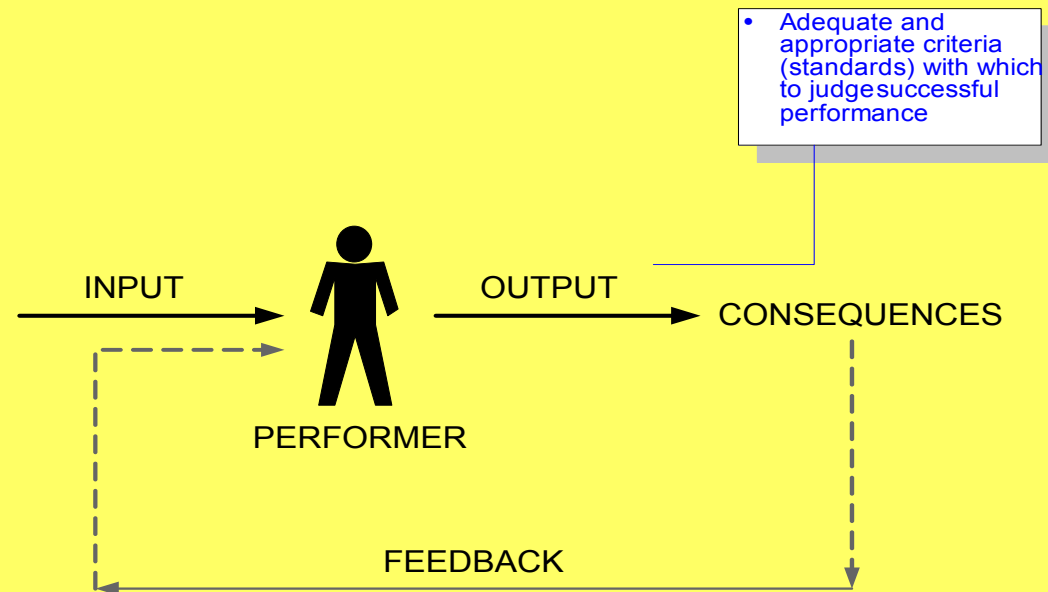
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The Human Performance System (HPS)



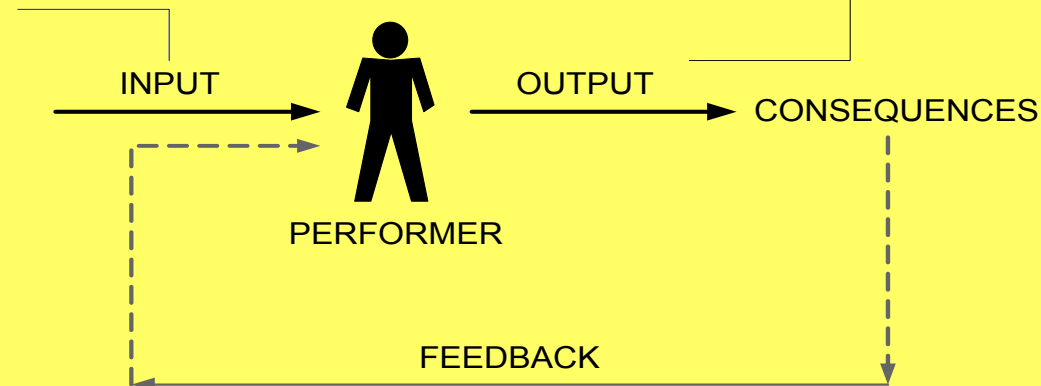
The “Should” Human Performance System



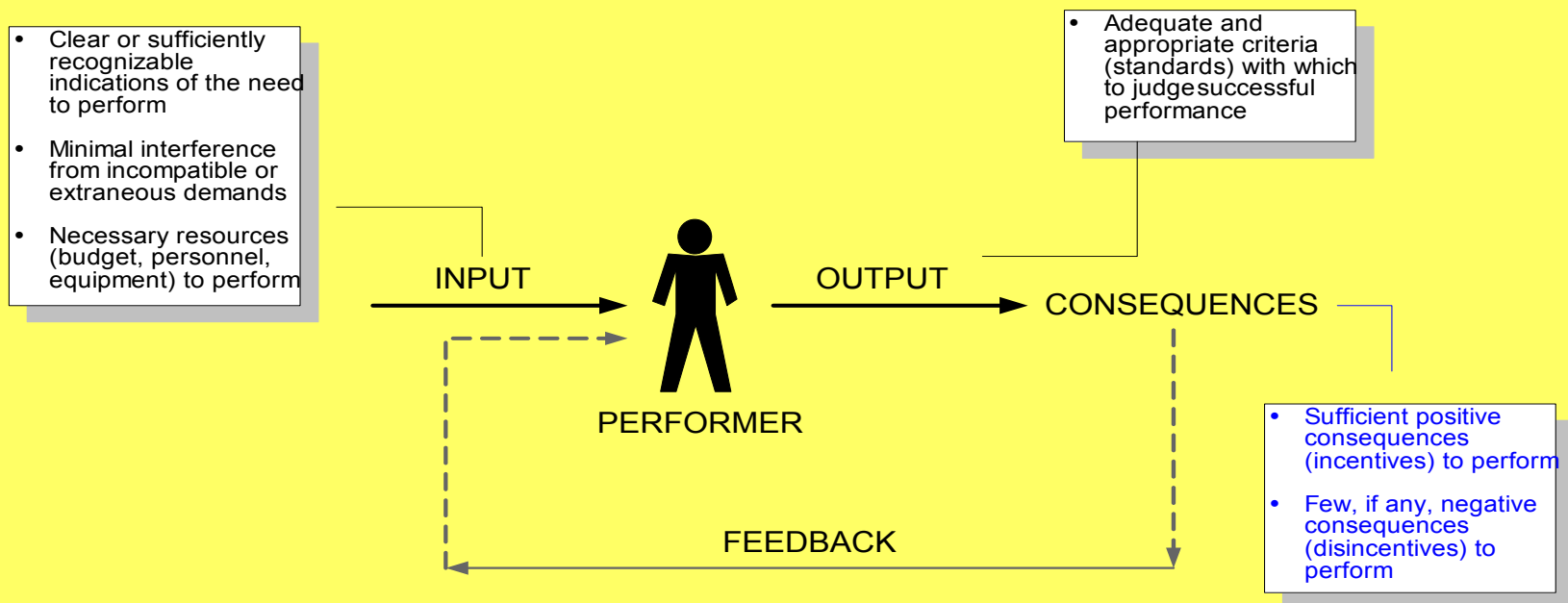
The “Should” Human Performance System

- Clear or sufficiently recognizable indications of the need to perform
- Minimal interference from incompatible or extraneous demands
- Necessary resources (budget, personnel, equipment) to perform

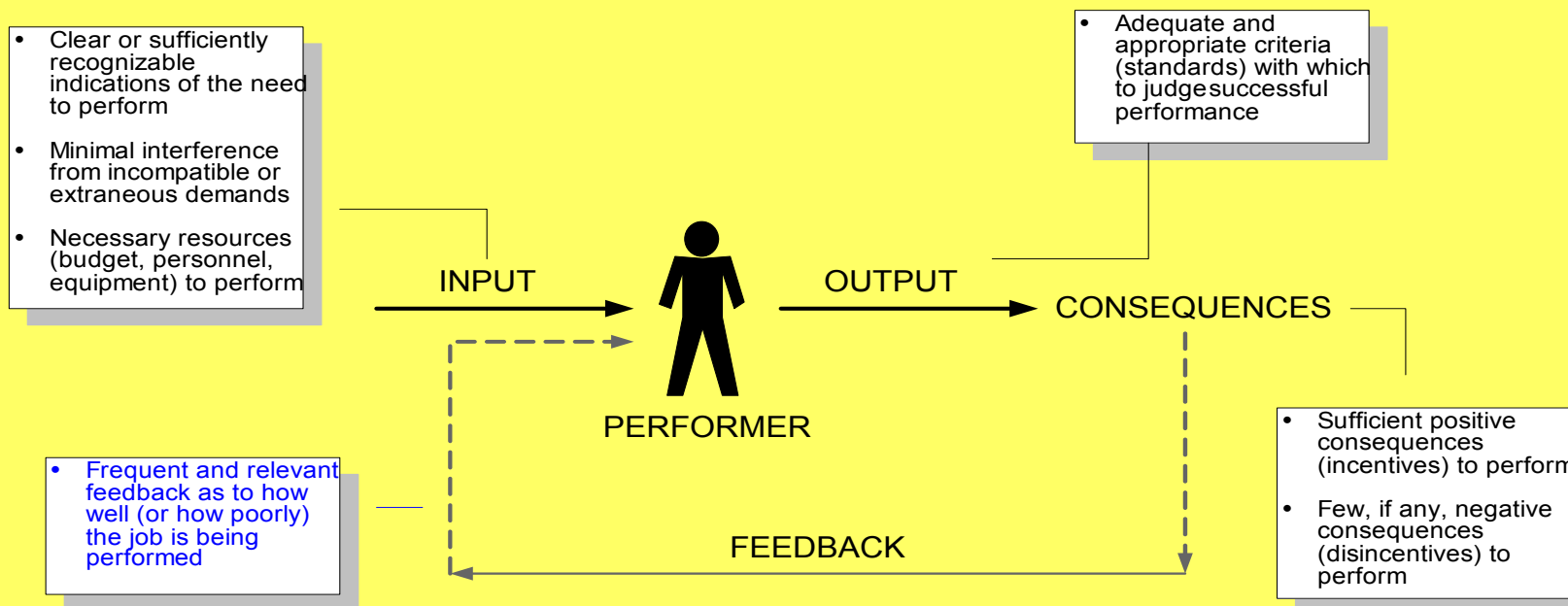
- Adequate and appropriate criteria (standards) with which to judge successful performance



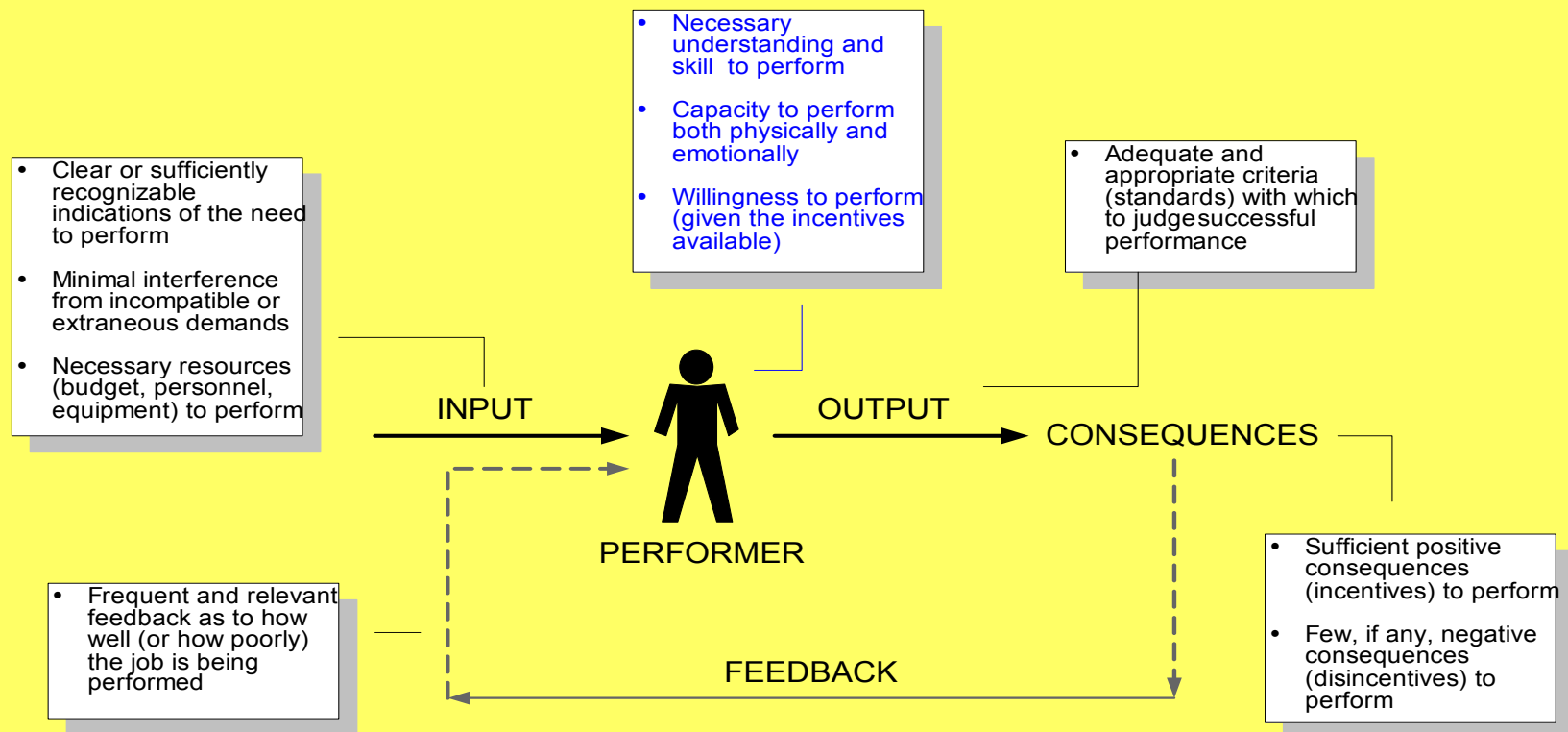
The “Should” Human Performance System



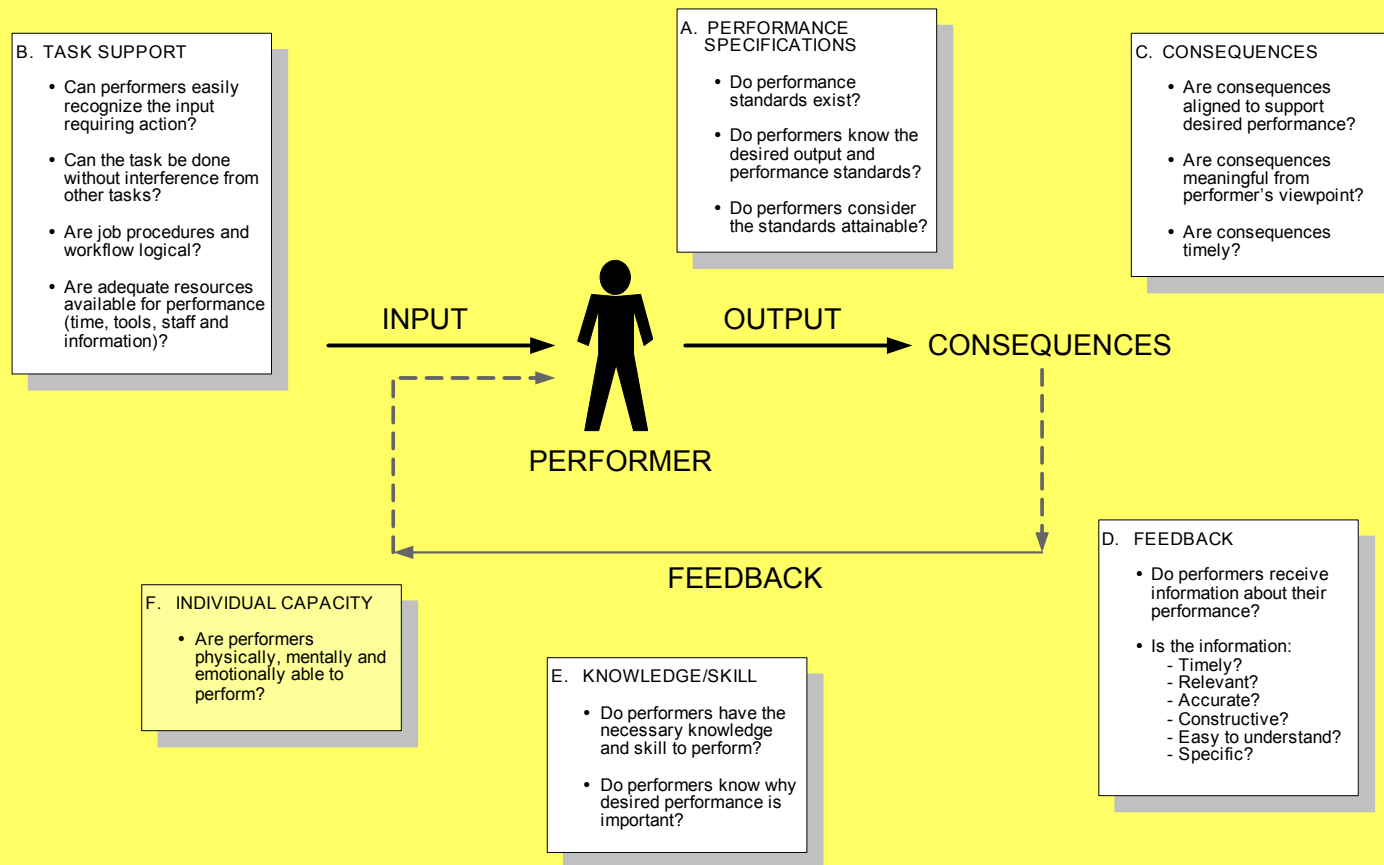
The “Should” Human Performance System



The “Should” Human Performance System



Troubleshooting the Human Performance System



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