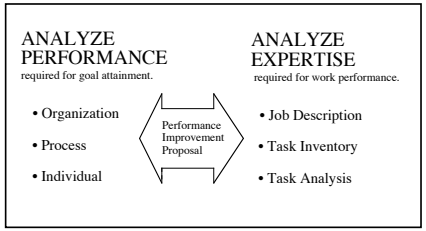
CHAPTER 1: Linking Improvement Programs to Real Organizational Goals

KEY POINTS	FIGURES	EXERCISE/EXAMPLE
INTRODUCTION As the role of performance improvement in organizations increasingly takes on strategic proportions through human resource development, quality improvement, reengineering, and performance technology, executives are being held more accountable in this arena.	**Figure 1.1.** Analysis for Improving Performance Content Boundaries.  	Reflect on your own experience with performance improvement interventions. Consider one which worked really well, i.e., a *best case* experience, and record what practices were engaged in during this intervention that you believe contributed to its success. Write your responses in the *best* space provided immediately below. Then consider one which did not work well, i.e., a *worse case* experience, and record what practices were engaged in during this intervention that you feel contributed to its poor results/failure. Write your responses in the *worst* space provided below.
PERFORMANCE QUESTIONS: Three simple performance questions need to be asked at the outset of planning for performance improvements: 1. Will *individuals* perform better after the intervention? 2. Will the *process* perform better after the intervention? 3. Will the *organization* perform better after the intervention? All three Questions focus on outputs. All three link development to the primary mission of the organization.	REFLECTIONS: Performance leaders and managers are often distracted from focusing on the organization, process and job performance questions, due to two key distractions: • Many general managers know nothing about sound performance improvement practices • Many developers are ill-equipped to advocate or implement a systematic development process for responsibly connecting their contributions to the mission, strategies, and performance goals of their organizations.	BEST: WORST:
RESPONSIBLE PERFORMANCE IMPROVEMENT EFFORTS BEGIN WITH: • Specifying an important performance goal • Specifying the underlying performance variables • Documenting the workplace expertise required of the performance goal.	• Careful analysis and follow through are the means for accomplishing high performance returns. • The case for engaging in front-end analysis is a practical one. Analysis reduces the amount of perceived chaos in the organization through purposeful inquiry and personal expertise.	