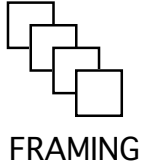
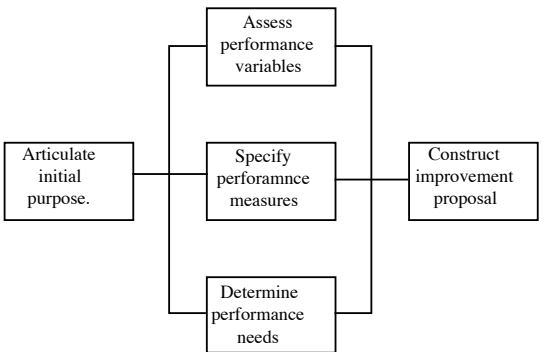


## CHAPTER 4: Concepts for Diagnosing Performance

KEY POINTS	FIGURES	EXERCISE/EXAMPLE
<p>DEFINITION:</p> <p><i>Performance diagnosis</i> is a problem-defining method that results in:</p> <ul style="list-style-type: none"> <li>• accurate identification of actual and desired organizational, process, and individual performance levels.</li> <li>• specification of interventions to improve performance. (p. 38, 1st paragraph).</li> </ul>	<p>Framing the performance diagnosis: (p. 39).</p> 	<p>Reflect on your own experiences problem solving and diagnosing performance problems.</p> <p>Of the three variables which can influence diagnosing a performance problem, choose one positive characteristic of an organization, decision-maker, or analyst, that could add positive value to the performance diagnosis.</p>
<p>Responsible performance improvement efforts are not based on snapshots of performance. For example I have seen:</p> <ul style="list-style-type: none"> <li>• personnel development activities focused on narrowly conceived and trivial performance when more significant problems existed.</li> <li>• managers with a solution in search of a problem. This is what management cynics refer to as the "flavor-of-the-month" approach. (p. 38, 2nd paragraph).</li> </ul>	<p>SOMETIMES YOU START IN THE MIDDLE!</p> 	<p>CHARACTERISTIC:</p>
<p>VARIABLES INFLUENCING THE DIAGNOSTIC PROCESS: (p. 40).</p> <ul style="list-style-type: none"> <li>• Organizational characteristics</li> <li>• Decision-maker characteristics</li> <li>• Analyst characteristics</li> </ul>		

