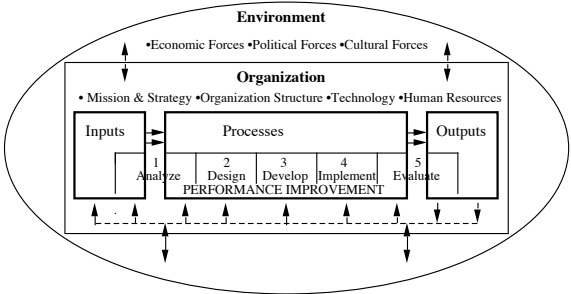


CHAPTER 15: From Analysis to Performance Improvement

KEY POINTS	FIGURES	EXERCISE/EXAMPLE
<p>DEFINITION:</p> <p>The five phases of performance improvement are:</p> <ol style="list-style-type: none"> 1. Analyze 2. Design 3. Develop 4. Implement 5. Evaluate 	<p>Figure 151. Systems Model of Performance Improvement</p>  <p>The diagram illustrates the Systems Model of Performance Improvement. It is contained within an oval labeled 'Environment'. Inside the environment is a box labeled 'Organization'. The Organization box contains 'Mission & Strategy', 'Organization Structure', 'Technology', and 'Human Resources'. Below the Organization box is a 'PERFORMANCE IMPROVEMENT' process flow. This flow starts with 'Inputs' on the left, followed by five numbered steps: 1. Analyze, 2. Design, 3. Develop, 4. Implement, and 5. Evaluate. The process ends with 'Outputs' on the right. Arrows indicate the flow from Inputs to the five steps and then to Outputs. Above the Organization box, 'Economic Forces', 'Political Forces', and 'Cultural Forces' are listed, with double-headed arrows connecting them to the Organization box. Below the Organization box, a dashed line with arrows points up to the Organization box, and another dashed line with arrows points down from the Organization box. Below the diagram, the text reads: 'Performance improvement phases (analyze, design, develop, implement, & evaluate) within the organization.' Below that is the caption: 'Figure 2.3 Systems Model of Performance Improvement' and the author's name: 'Richard A. Swanson, 1993'.</p>	<p>For a performance improvement intervention to be worthwhile, it should lead to:</p> <ol style="list-style-type: none"> 1. 2. 3.
<p>5 PERFORMANCE VARIABLES</p> <ol style="list-style-type: none"> 1. Mission/Goal 2. Systems Design 3. Capacity 4. Motivation 5. Expertise 		

