

Managing Performance: What Works?

Richard E. Clark, CPT, Ed.D.

Center for Cognitive Technology
University of Southern California

<http://cct.usc.edu>
clark@usc.edu

Topic

Identifying performance problems and designing solutions

- What are the most successful strategies?
- What prevents us from using them?

Identifying Performance Problems

- Human Performance Technology = Measurable Goals and
- Current Performance;
- Analyze Cause of Gaps,
- Solutions;
- Implementation & Assessment

Identifying Performance Problems

- HPT = Measurable Goals and Current Performance; Analyze Cause of Gaps, Solutions; Implementation & Assessment
- We defeat process by not analyzing the cause of gaps

Identifying Performance Problems

- HPT = Measurable Goals and Current Performance; Analyze Cause of Gaps, Solutions; Implementation & Assessment
- We defeat process by not analyzing the cause of gaps
- We impulsively select solutions that 2/3 of the time either have no result or make things worse

Identifying Performance Problems

- Resistance caused in part by over confident lack of trust in cause analysis
 - National Research Council and National Academy of Science support for analysis
 - Studies of organizational change support cause analysis

Identifying Performance Problems

- Resistance caused in part by over confident lack of trust in cause analysis
 - National Research Council and National Academy of Science support for analysis
 - Studies of organizational change support cause analysis
- Benefit is 20 - 45% performance increase

Identifying Performance Problems

- Resistance caused in part by over confident lack of trust in cause analysis
 - National Research Council and National Academy of Science support for analysis
 - Studies of organizational change support cause analysis
- Benefit is 20 - 45% performance increase
- No time? - Try 30/70 strategy

Analyzing the cause of gaps

Three causes of performance gaps

I. Knowledge (What, How, Where, When)

Analyzing the cause of gaps

Three causes of performance gaps

- I. Knowledge (What, How, Where, When)
- II. Motivation (Starting, Persisting, Effort)

Analyzing the cause of gaps

Three causes of performance gaps

- I. Knowledge (What, How, Where, When)
- II. Motivation (Starting, Persisting, Effort)
- III. Organizational Processes & Procedures

How do we identify gaps caused by:

I. KNOWLEDGE:

People do not know HOW to achieve goals

How do you know they don't know?

Have they done anything similar?

Could they do it if their lives depended on it?

How might you find out if they know how ?

Knowledge Gap Cautions

Two types of knowledge

1. Conceptual (conscious – what is it?, how does it work?, what happens if I do X?)

Knowledge Gap Cautions

Two types of knowledge

1. Conceptual (conscious – what is it, how does it work, what happens if I do X)
2. Procedural (unconscious – how can I accomplish these goals?)

Knowledge Gap Cautions

Two types of knowledge

1. Conceptual (conscious – what is it, how does it work, what happens if I do X)
2. Procedural (unconscious – how can I accomplish these goals?)
 - We train conceptual knowledge when we should be training procedural (how)

Knowledge Gap Cautions

Two types of knowledge

1. Conceptual (conscious – what is it, how does it work, what happens if I do X)
2. Procedural (unconscious – how can I accomplish these goals?)
 - We train conceptual knowledge when we should be training procedural (how)
 - SME's are 70% wrong when they describe how they make decisions

Think of a motivation problem

How do we identify gaps caused by:

II. MOTIVATION (three types)

1. Not Starting (intention but no action)
2. Not Persisting (distracted, resisting)
3. Not enough Mental Effort (using old skills)

How do you identify motivation problems?

How do we identify gaps caused by:

II. MOTIVATION (three types)

1. Not Starting (intention but no action)
2. Not Persisting (distracted, resisting)
3. Not enough Mental Effort (using old skills)

How do you identify motivation problems?

IF they know how and have adequate resources and work processes ...?

How do we close motivation gaps?

Help people Start and Persist with:

- Value for goals (incentives, interests, risk)

How do we close motivation gaps?

Help people Start and Persist with:

- Value for goals (incentives, interests, risk)
- Confidence adjustments related to goals
 - For under confident – help with strategies and focus on support not mistakes
 - For over confident – demonstrate that their strategy is not working, ask them to develop new strategy
 - Overcoming confidence issues will solve mental effort problems

How do we close motivation gaps?

Help people Start and Persist with:

- Value for goals (incentives, interests, risk)
- Confidence adjustments related to goals
 - For under confident – help with strategies and focus on support not mistakes
 - For over confident – demonstrate that their strategy is not working, ask them to develop new strategy
 - Overcoming confidence issues will solve mental effort problems
- Mood (Be positive, find what makes them happy and do whatever is possible and cost-beneficial)

How do we identify gaps caused by:

III. Organizational Processes & Procedures?

If they know how, and

If they are persisting and investing effort

And they are not achieving goals...

Are they prevented by work processes and procedures?

How do we identify gaps caused by:

Work processes and procedures?

- Value chain analysis (cost-benefit)

How do we identify gaps caused by:

Work processes and procedures?

- Value chain analysis (cost-benefit)
- Organizational culture resists big changes

How do we identify gaps caused by:

Work processes and procedures?

- Value chain analysis (cost-benefit)
- Organizational culture resists big changes
- Match processes with organization type
 - Team-based need collaboration and respect
 - Virtual need coordination and trust
 - Horizontal require clear, formal procedures
 - Pulsating must have incentives to stop

Conclusions

Conclusions

- Use gap analysis to analyze performance

Conclusions

- Use gap analysis to analyze performance
- Analyze causes of gaps between current performance and organizational goals

Conclusions

- Use gap analysis to analyze performance
- Analyze causes of gaps between current performance and organizational goals
 - Avoid impulsive selection of “flavor of the month” solutions
 - Focus on knowledge, motivation and organizational processes

Conclusions

- Use gap analysis to analyze performance
- Analyze causes of gaps between current performance and organizational goals
 - Avoid impulsive selection of “flavor of the month” solutions
 - Focus on knowledge, motivation and organizational processes
- Keep in mind that change must be gradual and mindful of individual, group and organizational culture