

What...



Step One: What... Determine type of need

There are at least three reasons for examining performance:

Problem

There's a gap between low performers and high performers. What are the high performers doing that low performers are not? What are low performers doing that the high performers are not?

Opportunity for Improvement

Things are fine, but there's always the opportunity to take everyone to the next level. At The Bob Pike Group every one of our trainers average well above 6.0 on a 7.0 scale. Yet each of us is constantly looking for ways to be just a bit better in the work that we do.

Future Planning

A new product is being released, a new procedure is being implemented, a new plant is coming on line, new equipment is being installed, new government regulations are taking effect—each of these might indicate a need for training before the fact so that there's no slow down in performance when the changes take place.

Who...



Step Two: Who... Determine the level of the organization

Given your answer to #1, you select the level of the organization needed to make the performance shift. Problems may be isolated to an individual or a job category, whereas future planning issues may require a shift by the entire organization. Select the level of organization impacted by the type of need. You'll notice that the individual comes before the job in this hierarchy. This is because many individuals have multiple jobs or roles within today's organizations.

How...



Step Three: How... Determine the corrective strategy

Systems

Let's say you're a call center and shift A completes 3000 calls while shift B completes only 2000. At first glance you might assume shift B needs training; there is a performance gap. Shift B people resist and inform you that they only complete calls during four hours of their shift due to time zones and availability, four hours are spent researching internal issues uncovered by shift B while archiving, compression and back-up functions are completed on the computers. Who needs training? This is a systems' issue and possibly training for shift A.

Organizational Development

Sam starts as a housekeeper and the second week on the job completes his assigned twelve rooms on the seventeenth floor by noon. The supervisor informs Sam that Frank is behind schedule on his rooms and asks Sam to clean three of Frank's rooms. The scenario repeats itself for several days. By Sam's third week, it takes him until quitting time to finish his own twelve rooms. Sam, like the other housekeepers, did not receive an incentive for working more productively so he accomplished the MDR (Minimum Daily Requirement). Due to poor policies and incentives, Sam and Frank are underproducing.

Training

Use this process to help you confirm that training is the best strategy.

Able to? Have they physically and mentally demonstrated the capability to perform the function?

Willing to? Have they shown a desire? Geary A.

Rummler, co-author of *Improving Performance* says "Pit an eager and willing employee against a bad system and the system will win every time."

Allowed to? Are the problem factors in the workplace possibly managers or supervisors?

Placement

Is the wrong person in the job? Have you properly explored your employees' behavioral tendencies? Are people-oriented employees in people intensive jobs? Are your more cautious, task-oriented people in high detail, analytical jobs? People are all motivated...just by different things. Discover whether challenges and results, social recognition and people, harmony and the status quo and teamwork, or analytical attention to detail and perfection turn them on. Match people's natural tendencies to your job's critical competencies for optimum productivity and satisfaction.

Coaching

Do you need a ten-day class or ten minutes of coaching? Sometimes, employees may just need a few questions answered or have a skill demonstrated to them. However, managers may not know how to coach. If they have never had a manager model coaching skills for them, they may not identify coaching as a vital solution. Often times, on-the-job coaching is a better return on an investment than a longer learning session. Coaching provides the employee with enough information to be able to move ahead on the current project or assignment.

Recruiting

Are your recruiting efforts targeted to attract employees who start out with the basic competencies to do the job? If an organization has not clearly defined the requirements of the job and its performance standards, it may hire people who do not possess the skills necessary to meet the demands of the job. About 10 years ago in New York City, McDonald's offered basic literacy classes to Counter Clerk potential recruits due to the dearth of applicants with skills to do the job. This is a solution to a recruitment challenge.

800.383.9210

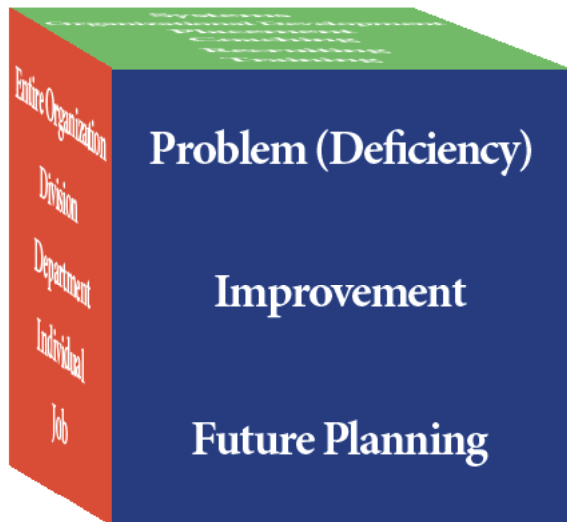
www.bobpikegroup.com



“When Performance is the Question, Training may not always be the Answer!”

- Bob Pike

Step 1



Step 2

Who...

Determine level of
organization



Step 3



What...

Determine type of need

How...

Determine corrective
strategy

Bob Pike's
Performance
Solutions Cube



www.bobpikegroup.com