



## Monitoring and Improving Performance

This workshop provides leaders with tools, knowledge, and skills in driving resolution of performance issues in their organization. Classroom instruction covers gap identification, identification of drivers for those performance gaps, creating effective actions to resolve the gaps, and monitoring the effectiveness of the performance improvement effort. The class is presented from a leader perspective, with practical exercises that focus on “what good looks like” for performance improvement efforts and best practices on monitoring and improving performance.

### Benefits:

- Improved leader engagement in performance improvement and organizational problem solving.
- Improved effectiveness of organizational improvement efforts
- Improve focus on examining performance from a results and a behavior perspective
- Improved measurement of results

### Who Should Attend:

- Personnel who are tasked with solving important equipment, human performance, and organizational issues
- Leaders and staff who develop, implement, mentor, or provide oversight for continuous learning and performance improvement programs
- Corrective Action Program leaders and staff
- Oversight and Quality Assurance Personnel

### Class Description:

Classroom instruction covers gap identification, identification of drivers for those performance gaps, creating effective actions to resolve the gaps, and monitoring the effectiveness of the performance improvement effort. The class is presented from a leader perspective, with practical exercises that focus on “what good looks like” for performance improvement efforts and best practices on monitoring and improving performance.

### Course outline:

#### **1. Gaps Identification**

- How to identify gaps
- Distinguishing the gap from the performance/metric (i.e., establishing WHO did not do WHAT and WHEN).
- Determining gaps that are solvable and of value to the station

#### **2. Driver Identification**

- Identifying drivers you can fix that explain the gap
- Discuss factors impacting task performance
- Consideration of organizational factors

### EXERCISE – PART 1

Students will be broken into groups of 4

Using a selected case study have students identify the Gap Statement and determine Driver(s)

Report out to the larger group and associated discussion



### 3. Action Determination

- Relative value and effectiveness of actions
- Targeted, SMART actions under control of management
- Simple and limited in number
- Focused on correcting/modifying behaviors – Model for changing behaviors

#### EXERCISE – PART 2

Break students back into same groups

Have them determine at least one CA for each identified driver

Report out to the larger group and associated discussion

### 4. Results Monitoring

- Establishing effectiveness measures
- Focus on behaviors instead of measuring events/absence of events (Performance – Results + Behaviors)
- Method/Attribute/Success Criteria/Timing

#### EXERCISE – PART 3

Break students back into same groups

Have them identify at least one effectiveness measure

Report out to the larger group and associated discussion

Have students discuss what they have learned about problem solving with the overall group

### 5. Manager Role and Best Practices for Monitoring and Improving Performance

- Monitoring improvement efforts
- Frequency
- Verifying actions are completed
- Check and adjust
- Cross-functional and fleet engagement

#### Final Exercise:

- Break students back into their groups
- Discuss best practices/behaviors/changes needed to more effectively monitor and drive performance improvement activities.
- Takeaways/Final thoughts
- Opportunity for Senior Manager Closeout