



## An Overview of *Performance DNA Analysis*™

Platinum Performance Partners (PPP) approach to the HPI process

### ***What is the Performance DNA Analysis approach?***

***Performance DNA Analysis*** is the “front end” analysis methodology used by HPI practitioners worldwide and has been the fundamental analysis toolset used in ASTD’s HPI Certificate program worldwide. Platinum Performance Partners (PPP) uses this methodology and processes in all their HPI consulting.

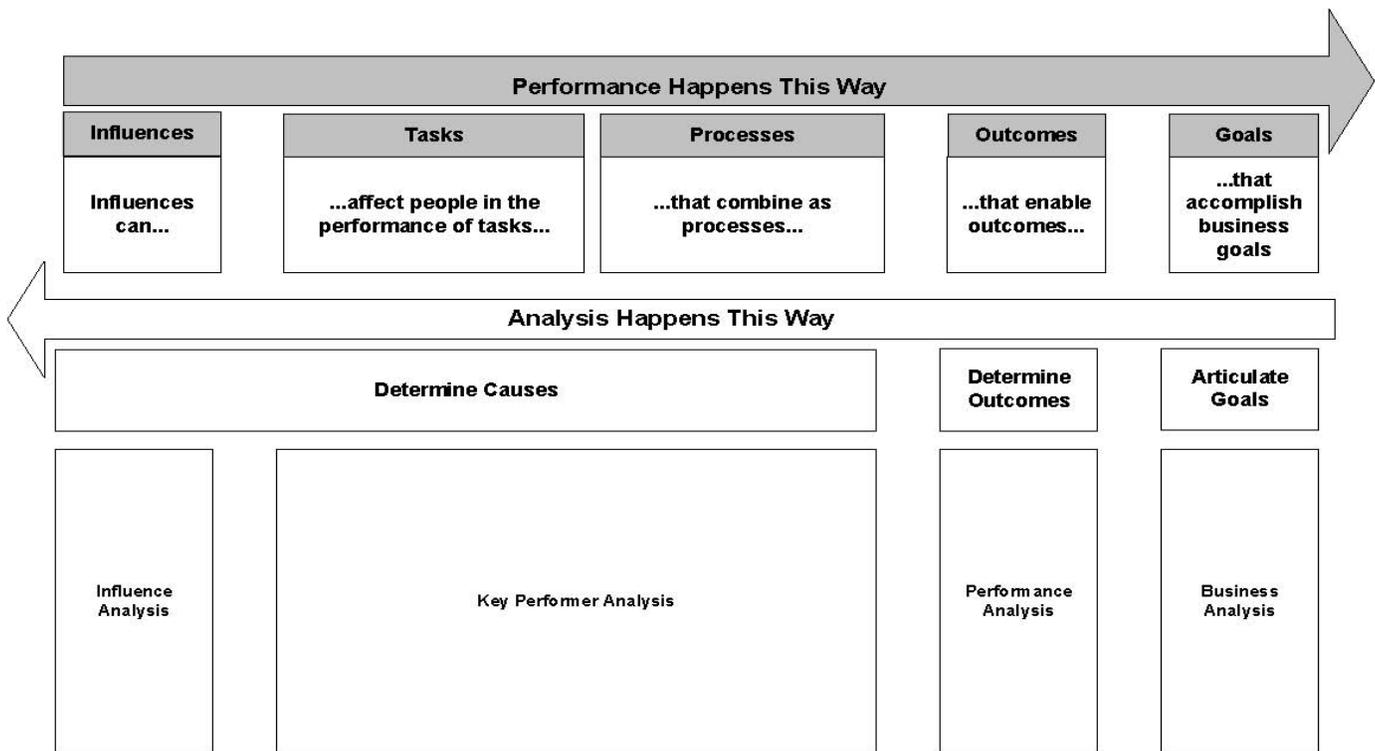
***Performance DNA*** is a holistic approach to the analysis of human performance. The principal theory underlying this approach is that *human performance is similar to any organic system – it is organized according to a blueprint or code, which enables the organism to thrive.* Performance DNA is designed to unlock the ‘genetic’ code to optimum performance in a way that enables that performance to be transferred throughout the organization.

***Performance DNA*** is based on the concept that performance factors unfold in a predictable order: from influence through goals. Consequently, the ***Performance DNA*** approach leads the PPP consultants through the HPI journey—from articulating the organization’s business goal, through the entire performance analysis process, leading to the identification of the key influences that affect performance in the workplace in any job or part of an organization.

***Performance DNA*** is different in that it approaches performance ‘organically’ – as a system made up of interdependent parts (outcomes, task and processes) that are affected by influencing factors. Viewed this way, ***Performance DNA*** defines the individual ‘parts’ first, in order to uncover what influences them. This process has the effect of mapping the performance – creating the optimum code for producing the desired business outcomes (the DNA of performance) – enabling that same performance to be reproduced across the entire organization.

The top section of the graphic that follows represents the process of how performance unfolds, from left to right. This includes hiring the right person for a job, then training, motivating, and managing them, and finally, providing adequate work environment and tools (each of which is an “influence”). Given enough positive influences, the performer completes individual tasks that combine into work processes, which results in the production of valuable outcomes and the achievement of business results.

The bottom section of the graphic represents how ***Performance DNA Analysis*** unfolds, from right to left. First, the focus is on the articulation of business and project goals and the definition of desired job outcomes. Given the target job outcomes, analysis determines the cause of exemplary performance, including examining the work processes and tasks the performer completes and the influences that support (or detract from) performance (and ultimately, the achievement of business goals).



## Performance DNA Phases

The **Performance DNA** hierarchy contains four analysis phases:

- Business Analysis
- Performance Analysis
- Key Performer Analysis
- Influence Analysis

These four phases are rooted in ASTD's Human Performance Improvement (HPI) model. Each analysis phase is composed of job aids that support the performance of the PPP and ensure consistency and reliability in documentation. **ALL of these HPI process are designed to be easily taught and the skills transferred to internal consultants and managers with any type of organization.**

Each phase has an associated toolbox, which is a collection of guides, templates, tables, and checklists. The toolbox is designed to assist the PPP consultant in assimilating the various pieces of the performance puzzle and producing the desired outputs and results.

## Business Analysis

The Business Analysis phase is the foundation for a successful project. It guides the PPP through the critical stages of:

- Clarifying and defining the scope of the project sponsor's request
- Defining the desired outcomes
- Assessing the value of the analysis
- Identifying key roles and responsibilities
- Logging any critical issues and requests
- Preparing and presenting a summary project plan

Each of the activities in this phase is important to the tight integration between an organization and the PPP analyst. The PPP consultant gains the necessary data and insight regarding the organization and their needs. In addition, the activities in this phase will help the sponsor to establish a clear vision for the project. This process better enables an organization to focus on the results their organization wants to achieve, rather than prematurely suggesting a solution to a problem that may not be defined clearly.

## Performance Analysis

The Performance Analysis phase sets the stage and direction for the balance of the analysis. If Business Analysis is the foundation, then Performance Analysis is the framing. The central focus during this phase is the analysis of *outcomes of value*—those things produced by the job performer or functional area that is the subject of the analysis. The PPP analyst uses a variety of tools to identify outcomes and distinguish those outcomes which produce value to an organization.

The Performance Analysis phase guides the PPP analyst in examining outcomes from multiple perspectives: key performers, managers, and stakeholders, as well as organizationally. Much of the data gathered during this phase is gained through targeted interviews and observations. This phase provides tools to assist the PPP in preparing for and conducting these sessions. In addition, tools in this phase help the PPP identify cross-functional processes that form the context in which outcomes for the target job are produced. This knowledge helps the PPP understand how outcomes combine to produce business results.

## Key Performer Analysis

The Key Performer Analysis phase takes the project goals and outcomes identified previously and drills down to explore the specific factors that enable exemplary (i.e., 'key') versus standard performance. The primary focus of this phase is on a deeper level of analysis of performance, targeted at the following:

- Work processes the performer follows
- Specific tasks performed within each work process
- Information and tools used to complete tasks and work processes
- Critical decisions that must be made.

The goal is to identify the primary drivers for optimum performance and the facilitators and barriers to the successful achievement of outcomes and business goals. The starting point is at the process level. While the previous phase examined *organizational* processes, this phase examines key work processes used by the *individual*. By identifying and mapping critical work processes, the PPP consultant gains a context for the work being performed. This perspective enables the PPP consultant to determine more easily which tasks are relevant to the creation of outcomes of value, and which are not.

Through structured interviews and observations the PPP consultant is then guided through the process of gathering significant details about the task performance, as well as the tools, information sources, decision making, and critical technologies that surround task performance.

## Influence Analysis (sometimes referred to as 'root cause analysis')

The Influence Analysis phase is the culmination of work started in the preceding phases. It is the point at which the PPP consultant uses the data and insights gathered about the influences contributing to performance gaps (or root causes) to assess them in depth. The Influence Analysis phase consists of a set of assessments and activities which are meant to be used *selectively* in response to suspected performance issues. The tools in this section do not follow a particular order of use *other* than first identifying hypotheses about the influences that should be explored in more depth. The influences that can be examined include the following, each of which is supported by a separate assessment tool:

- General workplace structure and environment
- Learning, development and training programs
- Factors affecting personal motivation
- The overall structure and support of management
- The factors involved in the hiring and selection of personnel
- The critical tools and technologies used in the creation of outcomes.

## ***Pulling it all Together***

### ***(Consolidation of HPI data and Recommendations to the Client organization)***

At the completion of the Influence Analysis phase (the final phase of ***Performance DNA analysis***) PPP consultants will be ready to consolidate findings and prepare a report of their findings and recommendations to the client organization.

The PPP consultants will consolidate outcomes, work processes, and tasks into a 'model performance' for the job in question. This 'model' should indicate the primary outcomes produced, and the key work processes and tasks that are performed in order to achieve organizational goals effectively and efficiently. This model will also indicate the factors that influence the ability to produce a high level of performance in any job in an organization, including uncovering recommendations for performance improvement in the following areas:

- General workplace structure and environment
- Learning, development and training programs
- Factors affecting personal motivation
- Overall structure and support of management
- Factors involved in the hiring and selection of personnel
- Critical tools and technologies used in the creation of outcomes

When Performance DNA Analysis tools are used in an organization the 'key' performance is clearly identified, including ALL influences that enable this level of performance.

This ***Performance DNA analysis*** process has been successfully used in government organizations and private industry for many years with measurable ROI results in every case, making it the most practical, effective and efficient process for any HPI consulting needs in any organization.