



Instructions: this worksheet helps identify and resolve contributing causes of performance problems by diagnosing their 'root causes' on 6 levels of measurement: 1) **Results** - Are targeted outcomes understood and achievable? 2) **Behaviors** - Are actions needed to get results known and being used? 3) **Skills** - Do accountable people have the right knowledge? 4) **Expectations** - Do the people involved genuinely believe results are needed/achievable, 5) **Self-Efficacy** - Do these people have confidence in their ability to get results? 6) **Locus of Control** - Do people feel they (not luck-fate-others) will determine outcomes? **NOTE:** this diagnostic problem solving tool can be used individually or in teams across the organization.

Describe the Performance Problem or Improvement Target (and related conditions affecting results)

RESULTS - clearly identify desired performance outcomes. Describe what needs to be achieved-corrected-improved.

BEHAVIORS - What new/different behaviors (actions) are needed to get those results?

SKILLS - What Knowledge, Skill, or Experience is lacking?

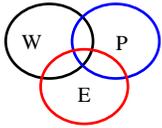
EXPECTATIONS - identify beliefs or assumptions that are missing or inhibiting success; is there a lack of vision?

SELF-EFFICACY - Where is self-confidence, willingness to try, or persistence too low?

LOCUS OF CONTROL - give examples of over-reliance on luck or thinking the situation is outside his/her/their control

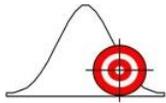


HOW TOP PERFORMERS REACH THE TOP OF THE PERFORMANCE PYRAMID



High Performance is the product of successful Work-People-Environmental (WPE) interactions. Scientific studies of People rated in the top 20% of their jobs showed: 1) They are compatible with their Work and Environment, 2) They adapt to changing conditions, and 3) They self-manage on all 6 layers of the Performance Pyramid - resulting in more and better choices to control of how WPE factors interact.

RESULTS



Results are the outcomes expected by customers-users of your work. Successful people get the right results the right way. They reach the top of the Performance Pyramid by learning their customers' requirements and finding ways to meet them. They are committed to quality and adapt to be what is needed to achieve it. Top performers are self-managed; they do what needs to be done without waiting to be told; they use time wisely by attending to what is important and urgent to do instead of what is fun or easy; at the same time they enjoy the work itself and are energized by the day-to-day challenges of getting results.

BEHAVIORS



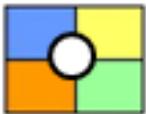
Behaviors are the actions people take to get Results. Top performers in a particular job share a common pattern of behaviors that fits their work and environment. They consider effects caused by their behavior and continuously learn new methods to meet changing conditions. They develop effective habits in their daily routines that simplify the work. As they master job-relevant behaviors they can focus more conscious effort on fewer, more important things.

SKILLS



Skills are the knowledge and experience needed to perform work. Job-appropriate skills support acquisition and use of effective work behaviors because knowing what to do and why it gets results. Repeated successes performing tasks become 'automatic behaviors' we can apply easily-quickly-effortlessly. While skills do not directly cause results they convert 'raw potential' to perform into talents that direct the use of appropriate behavior. Top performers tend to continuously develop their job-knowledge, thus perpetuating their performance advantage.

EXPECTATIONS



Expectations are beliefs, values, or assumptions directed to a particular outcome. What we expect or envision will happen determines what we cause or allow to happen (a self-fulfilling prophesy). High performers have high personal expectations based on a foundation of past achievement and the encouragement by respected others to reach for high but realistic dreams. Success begins with a meaningful, achievable goal, followed by positive expectations to reach it.

SELF EFFICACY



Self-efficacy (Bandura 1976) is the belief in your ability to get results. Top performers know they are capable; lesser performers with equal ability fail because they believe success is outside their reach. Self-efficacy is an internal motive to keep trying despite difficulty and then continue trying even when others have given up. Self efficacy builds with each success. Every victory, no matter how small is a foundation for future success in related performance areas.

LOCUS OF CONTROL



Locus of Control refers to two opposing perceptions: **Internal locus** (I control my own fate, environment and work outcomes) or **External Locus** (these factors are outside my control). Top performers show 'Internal Locus' by choosing to act on what the environment throws at them. Lower performers show 'External Locus by thinking of themselves as victims of outside forces. These poorer performers hope for luck, and then blame failure on others, while successful people act on the knowledge that whatever happens, it is up to them.

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