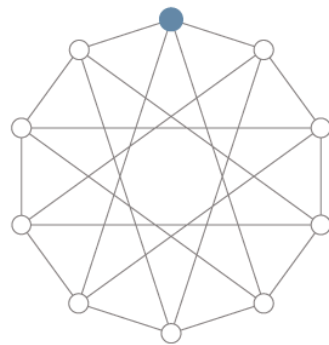


Performance Improvement

A Wisdom Jig

from



Humane
Leadership
Conference

Who can use this jig, when, why, expected outcomes

Use this “P(MOCA)” wisdom jig anytime you want to analyze your own or someone else's performance by looking at motivation, opportunity, clarity, and ability.

Ideally, this jig lets you turn frustration into positive action. A model like this can harness the emotional energy of frustration and turn it into clarity, learning and improved performance.

Users report this jig helps them connect with their team members and themselves at a moment when disconnection might be the natural course. There can be an almost alchemical transformation of a tough moment of underperformance into a greater sense of alignment and possibility.

If a leader cannot deliver this kind of situational alchemy, who will?

Great leaders turn challenging moments into opportunities to connect and improve.

Outcomes you can expect:

- Insight into what makes you and your team perform well or not
- Increased clarity and alignment on desired outcomes
- Increased motivation to pursue excellence (when we are clear, our motivation increases)
- Mutually agreed path toward improved performance
- Increased sense of possibility for growth

Use this tool to analyze performance and discover possible improvements

Performance	Motivation	Opportunity	Clarity of Expectations	Ability
Describe the performance you have witnessed. What worked and what didn't?	Intrinsic and extrinsic motivators and how consistent they are at inspiring action in the desired direction	Time and authority to actually do the work in the optimal way	Knowing exactly what the desired outcome is and the people, processes, and tools that will create it	Skills, training and tools you need to do the job
Analysis of current performance				

Adjustments planned to improve future performance				
Performance	Motivation	Opportunity	Clarity of Expectations	Ability

How to use this Wisdom Jig

Analysis

1. Starting at the left on page one describe the performance you have witnessed. You can either do very high level or get into some detail about what worked and what did not. If this is for the benefit of a colleague then more detail is probably better. Of course, be sensitive to how what you write might land with the person to be sure that you are being constructive while maintaining integrity and clarity.
2. In the second, motivation column make notes of what you have noticed about the person's motivation.
 - 2.1. Does it seem to be internal or externally driven? Is it more fear-based than hope-based?
 - 2.2. Is it high or low?
 - 2.3. Does it seem aligned with the values of your organization and the goals of the project?
 - 2.4. Does there seem to be inconsistency between stated motivations and motivations in practice?
 - 2.5. What specific behaviors lead you to these impressions?
3. In the third column, make notes of what you notice about the time management or authority to act issues related to the performance.
 - 3.1. Did the person allow themselves enough time?
 - 3.2. Was their time their own to schedule or were they controlled by others?
 - 3.3. Did they have the authority to make the decisions and take the actions required to perform well?
4. In the fourth column, make notes about the person's clarity about what the expected performance was. What were the deliverables?
 - 4.1. Did they understand the desired outcomes and processes for achieving that?
 - 4.2. Where there details missing that they could have clarified on their own?
 - 4.3. Where did the lack of clarity come from?
5. In the fifth column note, anything that you noticed about the person's ability to perform.
 - 5.1. Did they have the talent, tools, and training required to perform well? What was missing?
 - 5.2. What could they have requested from others to support their own success?
 - 5.3. Did they try to make do rather than request what would have made success possible?

How to use this Wisdom Jig (continued)

Design

6. Flip the page over and begin thinking about how performance could be improved next time.
 - 6.1. What levers would you like to experiment with in pursuit of better performance?
7. Start at the leftmost column again and describe the improved performance you desire. Be as specific as possible and ideally make the improvements measurable in your description.
8. Think about the motivations that would drive improve performance and how the person might get greater creative ownership of their own motivation. Make note of your ideas for their motivation improvements in the second column.
9. In the third column, note your ideas for improving time management and delegation of authority.
10. Next, clarify expectations about the desired outcomes and ideas for keeping those desired outcomes in mind in the process of doing the work.
11. Finally, note any improvements to abilities that would make a difference.
 - 11.1. What training or tools would improve performance?
 - 11.2. Is it possible that the person simply does not have the innate talents and skills required to perform well?
 - 11.2.1. If that is the case then a deeper discussion around suitability for the role and transitioning to a different role is probably required.
 - 11.2.2. Completing this wisdom jig in collaboration with an employee can clearly and naturally open that often challenging conversation.

Implications and applications

1. This wisdom jig serves as a powerful structure for one-on-one meetings with team members and even performance review meetings with ourselves as a part of our self leadership development work.
 - 1.1. This shared performance review tool can structure all future conversations in a way that brings consistent clarity and the possibility for improvement.
 - 1.2. Having a standardized, shared conceptual framework for assessing performance allows us to focus on the drivers of improvement across time. Employee engagement, satisfaction, and productivity increase when they feel supported and aligned with their leadership in developing their own ability to contribute to the company's mission.
2. Based on our findings, we can take clear, rational next steps toward our desired performance and outcomes. These next steps form the basis for our coaching and follow-up in subsequent interactions.
3. Upon completing the jig, immediately schedule a follow-up meeting to review and refine your experiments. This follow-up can use another copy of the jig to reanalyze performance and come up with fresh ideas to continue improvements.
4. How often we use this wisdom jig with our team members depends on their level of performance and their developmental needs.
 - 4.1. Team members who are exceeding expectations should be allowed to set the cadence of their own follow-up meetings given that they occur frequently enough to allow the leader to provide feedback on progress to the rest of the organization at intervals the organization requires.
 - 4.2. Team members actively improving their performance should be supported with weekly check-ins. These can be 15 minute stand-up meetings to review and refine their chosen experiments.
 - 4.3. Probationary or developmental employees should be checking in with longer meetings more frequently depending on the severity of their situation.
 - 4.3.1. I have had situations where employees required multiple check-ins per day as they were very close to losing their positions. This level of leadership is not sustainable but it allows us to ensure that we leave no stone unturned in pursuit of having our team members succeed. It also provides rich data to support decisions about continued employment.