

A Manager's Guide to Improving Workplace Performance
Chapter 1 Application Exercise

Name: _____

List the five most important tasks (activities) needed to be done to be successful on the job:

1. _____

2. _____

3. _____

4. _____

5. _____

Now list the five most important results needed to be successful on the job.

1. _____

2. _____

3. _____

4. _____

5. _____

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Chapter 2 Application Exercise

Name: _____

List the five to seven most important tasks (activities) needed to be done to be successful on the job and then indicate your willingness and ability to do each task. Ability is defined by your knowledge, experience, and skills necessary to do the task. Willingness is defined by your desire and confidence to do the task.

- | | |
|----------|---------------------|
| 1. _____ | able / unable |
| _____ | willing / unwilling |
| 2. _____ | able / unable |
| _____ | willing / unwilling |
| 3. _____ | able / unable |
| _____ | willing / unwilling |
| 4. _____ | able / unable |
| _____ | willing / unwilling |
| 5. _____ | able / unable |
| _____ | willing / unwilling |
| 6. _____ | able / unable |
| _____ | willing / unwilling |
| 7. _____ | able / unable |
| _____ | willing / unwilling |

Job Enrichment Assessment and Planned Changes

Core Dimensions	Rating				
task identity: Employees can identify with the final product or are they isolated from the results	Low				High
	1	2	3	4	5
task significance: Employees can see the relationship between their work and the final product	1	2	3	4	5
variety of skills: Employees use many skills to complete their work	1	2	3	4	5
autonomy: Employees make decisions regarding how the work process is done?	1	2	3	4	5
feedback: Employees receive timely, specific feedback on the work they have done	1	2	3	4	5
responsibility: Employees are given responsibility for the completion of the tasks	1	2	3	4	5

How will you make change to enrich this job?

task identity: _____

task significance: _____

variety of skills: _____

autonomy: _____

feedback: _____

responsibility: _____

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Chapter 5 Application Exercise

Informal Group A:

Members: _____

Informal Leaders: _____

Norms: _____

How will you improve performance? _____

-

Informal Group B:

Members: _____

Informal Leaders: _____

Norms: _____

How will you improve performance? _____

Gap Analysis Worksheet

Present Level of Performance: _____

Desired Level of Performance: _____

Reasonable Goal: _____

Remember that you should describe these with measure of quantity, quality, time, and cost if possible.

What measurement is already being done by your organization to track this performance?
What measures are appropriate to track as you work to close the performance gap you have described above?

Performance Analysis Worksheet

Present Level of Performance: _____

Desired Level of Performance: _____

Reasonable Goal: _____

<u>Factors</u>	<u>Driving Forces</u>					<u>Restraining Forces</u>			
	+4	+3	+2	+1	0	-1	-2	-3	-4
<u>Information</u>									
clear expectations
relevant feedback
relevant guides
performance coaching
<u>Resources</u>									
materials/tools
time
clear processes/procedures
safe/organized environment
<u>Incentives</u>									
financial incentives
other incentives
enriched jobs
positive work environment
<u>Motives</u>									
motives aligned with work
employees desire to perform
expectations are realistic
recruit/select the right people
<u>Capacity</u>									
capacity to learn
capacity to do what is needed
recruit/select right people
emotional limitations
<u>Knowledge/Skills</u>									
required knowledge
required skills
placement
cross-trained

Change Strategy Worksheet

Describe the readiness level of your workgroup for the change? _____

If the group's readiness level for the change is low, how will you prepare them for the change?

What elements of participative change will you use? _____

What elements of directive change will you use? _____

How will you reinforce your people after the change to ensure that they continue? _____

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Chapter 11 Application Exercise

How will you evaluate the short-term success of the training your people receive or any interventions you make as a manager?

How will you evaluate the long-term success of the training your people receive or any interventions you make as a manager?

List the business metrics your organization uses to measure results.

How are you or going to link the results your workgroup gets with what your organization already measures?
