**Analyzing Performance Case Study**

Bob walked into his office just as the little clock on the computer turned over to 8 a.m. No one else was in yet, and it was pretty quiet this morning as he went through his routine of getting his coffee and opening up his email. As he was responding to the last email he received after he left for the day yesterday, Betty whipped around the corner and into his office.

Betty could be described as a controlled fanatic that day. She started ranting on about how her department couldn’t get the new computers installed until the new furniture was delivered. The department had to be up and running by tomorrow morning or she was going to be in big trouble. Bob looked a little confused as Betty vented that the movers didn’t have the furniture delivered already.

Bob got on the horn with the movers right away. The receptionist, Barb, pulled the work order and told Bob that she didn’t know why the furniture hadn’t been delivered because the attached invoice had already been paid. She was going to have to talk to the dock foreman, Buck, to find out where the furniture was and why it hadn’t been delivered yet.

Barb called back a few hours later to tell Bob that she was finally able to get a hold of Buck. “Buck says the furniture was being loaded now and they’ll be there right after lunch,” she said. Bob left a message for Betty to let her know that the furniture would be delivered some time after lunch.

Around 2 p.m., Betty came whizzing into Bob’s office again wanting to know the status of the furniture deliver. Bob tells her, “I left you a message that the furniture was going to be delivered sometime after lunch.”

“It’s already 2 p.m. Where are they?”

“I don’t know. Let me give them a call.”

Bob called Barb and asked where the delivery guys were. “They’re not there yet? Hmm. They should have been there a couple of hours ago. Let me check and get back to you.”

Just then the delivery guys showed up with the furniture.

Bob says to Buck, “Where have you been? We’ve been waiting for two hours for you.”

“Nobody told me you needed it this morning. You know how it goes. If we load up the truck and deliver furniture too fast, then we have to go back to the warehouse to make another delivery,” says Buck. “If we do that, I don’t get home until after 6. Besides, our boss really doesn’t care as long as we get at least one big delivery done in a day. He doesn’t know how long it takes to deliver this stuff anyway.”

Bob told Buck that Betty needed the furniture delivered before she could install the new computers. “Would you please just put the new furniture in the offices?”

Buck and the guys put the furniture in the offices. Bob signed the delivery form. Then Betty came stomping into Bob’s office again.

“Why didn’t they put the furniture in the right offices? How am I supposed to get the computers installed when the furniture isn’t in the right office?”