



# Analyzing Performance Issues

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# Analyzing Performance Issues

What's the difference between a  
**DISCREPANCY** and a  
**DEFICIENCY**?

# Performance Issues

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**What's your primary concern about employee performance?**

**Who's responsible for communicating expectations?**



# Performance Discrepancy Clues

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- A. They don't have the tools, space or authority**
- B. They don't know what's expected of them**
- C. They don't get feedback about quality**
- D. They're punished when they do it right**
- E. They're rewarded when they do it wrong**
- F. They're ignored whether they do it right or not**
- G. They don't know how to do it**

**“Analyzing Problems or You Really Oughta Wanna,” by Mager & Pipe**

# **Analyzing Performance Case Study**

## **The Case of the Stolen Sales**





How does an **EFFECTIVE LEADER**  
get employees to perform?



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# Leadership Execution

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**Begin with the end in mind**

- **What are the desired results/ outcomes ?**

**Generate innovative solutions**

- **What is innovation?**

**Make sound decisions**

- **What happens if you make a bad decision?**

**Understand business operations**

- **Could you be a leader in another department?**

**Increase productivity/improve processes**

- **How/what impediments?**

# Results-Oriented Leadership

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## **Define execution.**

- **Execution is a discipline integral to strategy**
  - **It's the major job of the business leader**
  - **It must be a core element of culture**
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- **Can you identify gaps between performance and execution?**

# Three Core Processes

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## **Number One: The People Process**

# Three Core Processes

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## Number Two:

### The Strategy Process

#### - Levels of Strategy:

- corporate
- divisional
- functional

[Strategy Video](#)

# Three Core Processes

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## **Number Three:**

### **The Operations Process**

- **Where's the disconnect between operations and strategy?**



# ...to achieve results.

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- **Clear goals – goal attainment is foremost!**
- **Proaction**
- **Cooperation**
- **Proper priorities**
- **Organizational coordination**
- **Adaptable organization**
- **Accomplishment**
- **High-reliability organizations**





# Motivating Performance

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- **How do managers motivate employees?**
- **What do managers get in return? What do they want?**
- **A happy employee is a productive employee, right?**

**Does money motivate?**

**We'll find out.**

# Motivation Theories

**Why do you need to know about motivation theories and research?**

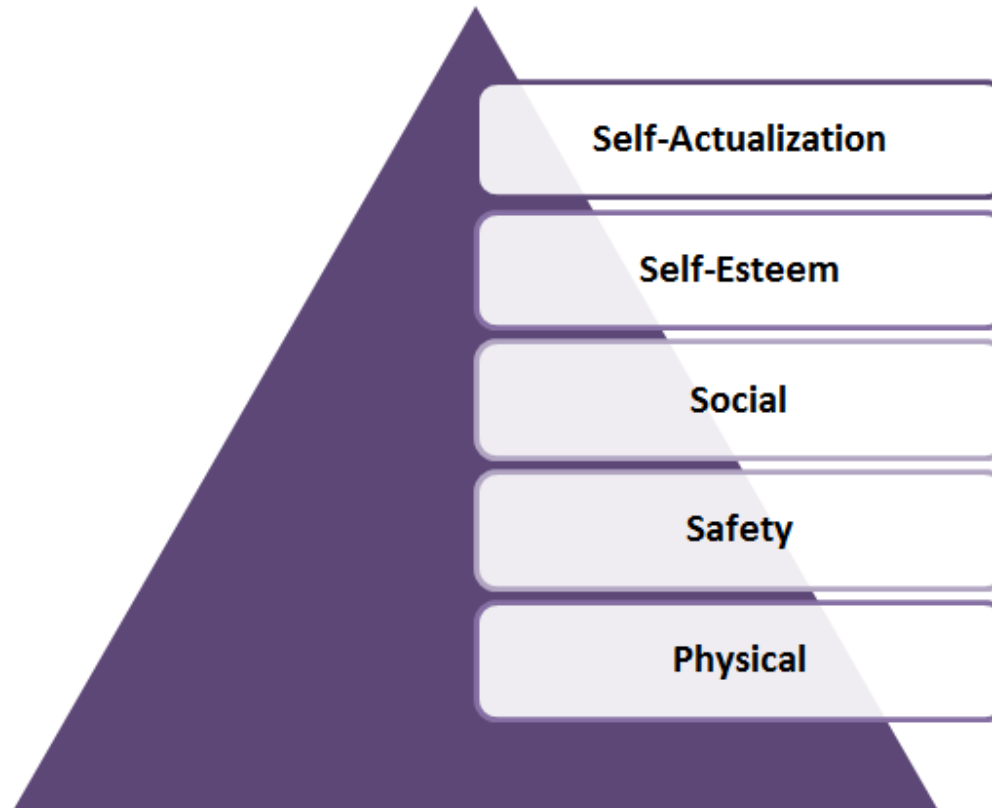
- **Maslow's Hierarchy of Needs**
- **Herzberg's 2-Factor Theory**
- **Expectancy Theory**
  - **The WRONG motivation discussion!**



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# Maslow's Hierarchy of NEEDS

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# Herzberg's 2-Factor Theory

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## Motivation Factors

Achievement  
Recognition  
Work itself  
Responsibility  
Advancement  
Personal growth

**THE BAR**

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Status	Work conditions
Security	Relationship with supervisor
Relationships (subords/peers)	Company policy and administration
Personal life	Supervision
Salary	

## Hygiene Factors



# Job Design

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JOB ENHANCEMENT

JOB ENRICHMENT

# Expectancy Theory

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## Desire vs. Likelihood



**Managers must recognize that:**

- **Employees work for a variety of reasons.**
- **These reasons, or expected outcomes, may change over time.**
- **It's necessary to clearly show employees how they can attain the outcomes they desire.**

# Motivating Performance

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**How is employee motivation built into annual performance reviews?**

**Should it be?**



# Motivating Performance

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**Now... does money motivate?**



# The Research

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## Motivation Video

# Questions?



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