

Performance Consulting:

*What Is It and How to Get
Started?*

Your Presenters



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Objectives

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2. Describe the two components of the mental model used by performance consultants to analyze requests.
3. Ask powerful questions in responding to solution requests.
4. Identify proven practices for making the transition to performance consulting.

Strategic or Tactical?

	Strategic Result	Tactical Result	
1.	<input type="checkbox"/>	<input type="checkbox"/>	Enhanced skills of employees to optimize use of mobile devices.
2.	<input type="checkbox"/>	<input type="checkbox"/>	Created an organizational structure that supports a more flexible workforce.
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Three Categories of Work

Transactional

Identifying and addressing
needs of individuals



Three Categories of Work

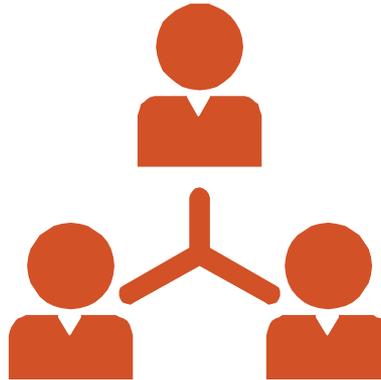
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Identifying and addressing needs of individuals



Tactical

Identifying and addressing needs of workgroups



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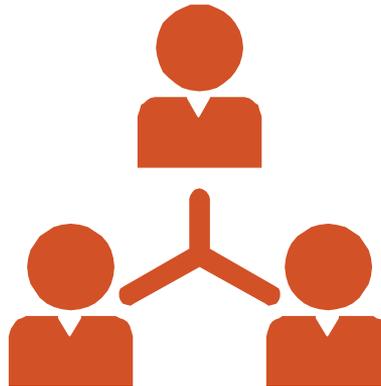
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Tactical

Identifying and addressing needs of workgroups



Strategic

Identifying and addressing needs of the organization and/or business



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Performance Consulting

A **strategic** process that produces
business **results** by
maximizing **performance** of
people and organizations.

Client

- Owns business and performance needs
- Has the most to gain or lose
- Has authority to make or implement decisions and solutions
- Can obtain resources required

Contact

- Person who requests support
- Has authority over the solution, but may not “own” business and performance needs
- May be part of the client team

Employee Group

- Groups of people who:
 - Share a common role or job
- and*
- Contribute to the achievement of the business goal through their day-to-day performance

Mental Model

A set of assumptions, beliefs and concepts that provide a **framework** for interpreting new information and for determining responses to new situations.

Two Mental Model Components

1. The Need Hierarchy (**WHAT** is focused upon)
2. SHOULD-IS-CAUSE Logic (**HOW** information is obtained)

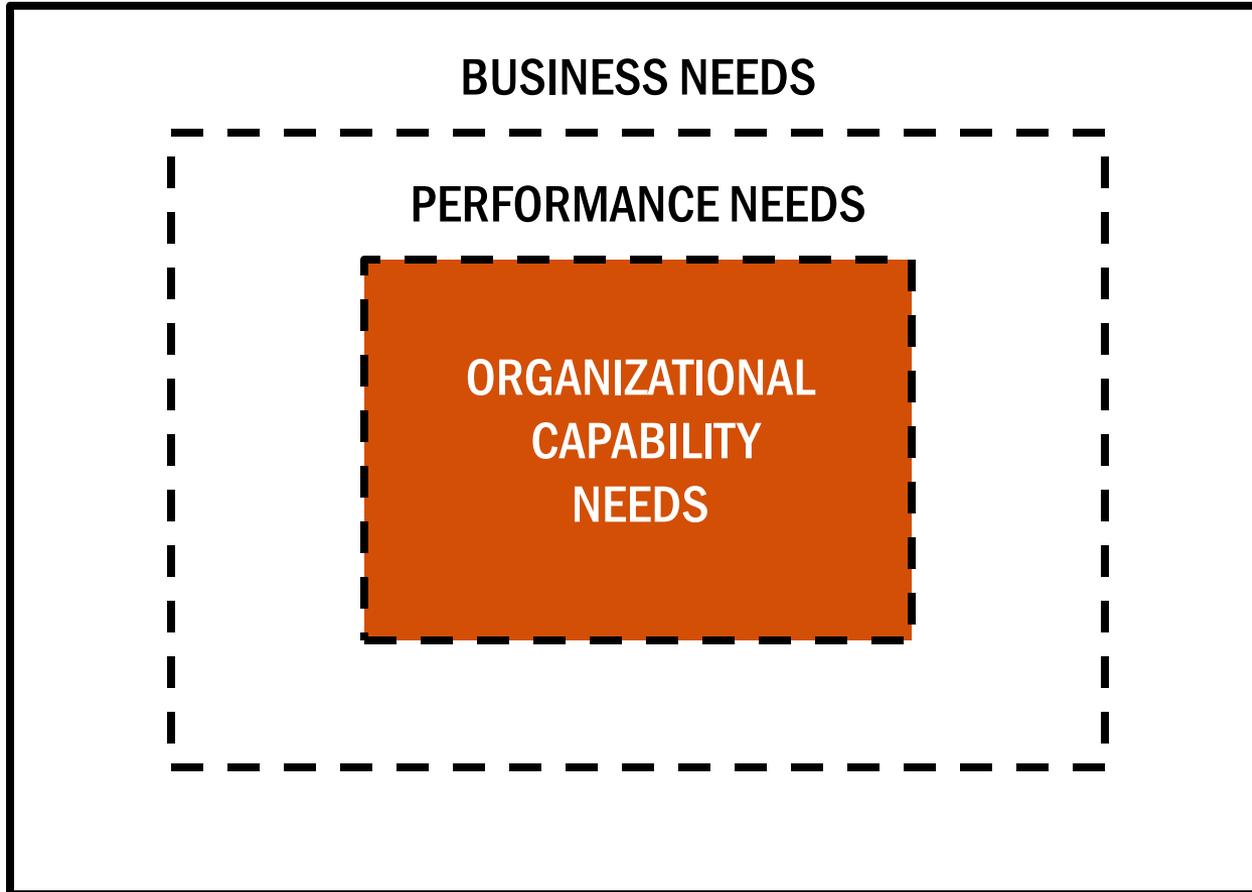
Need Hierarchy



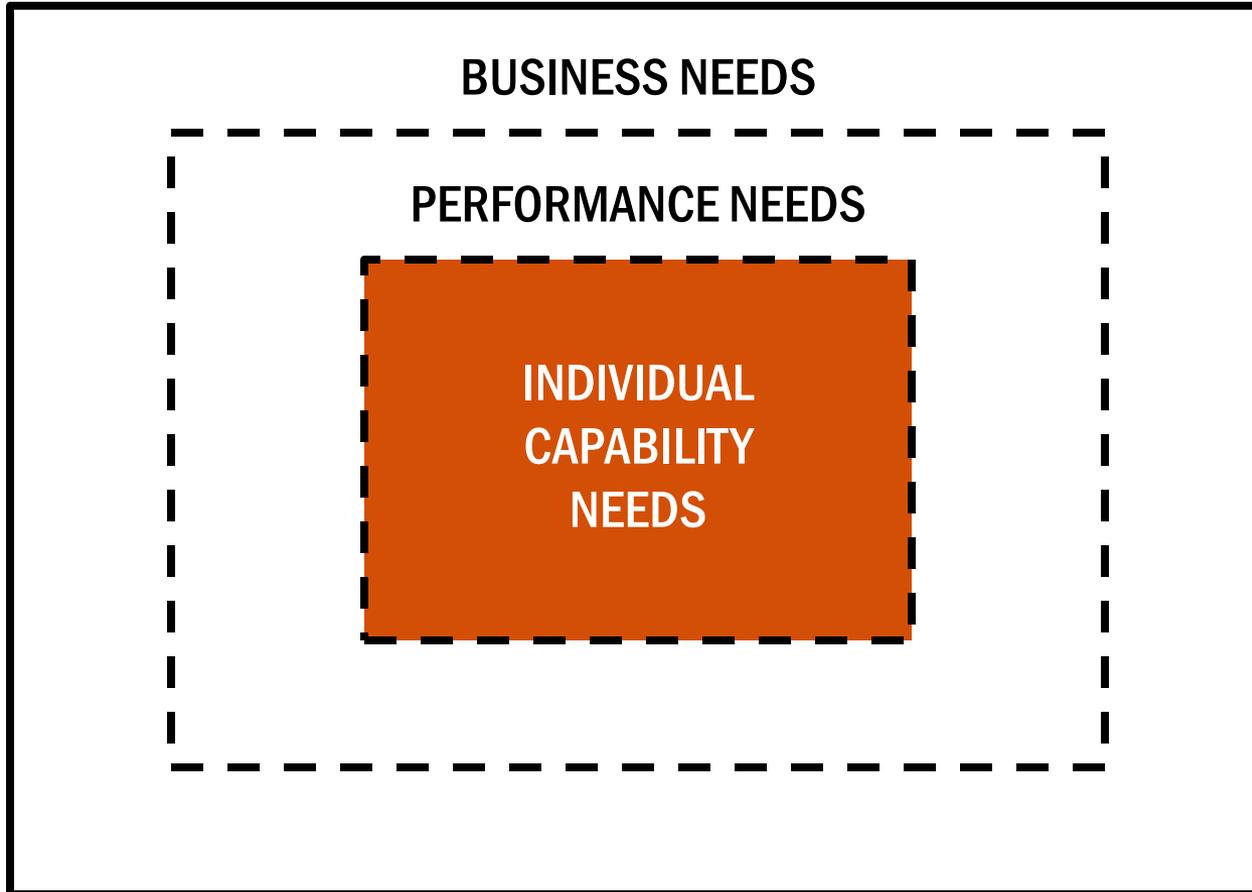
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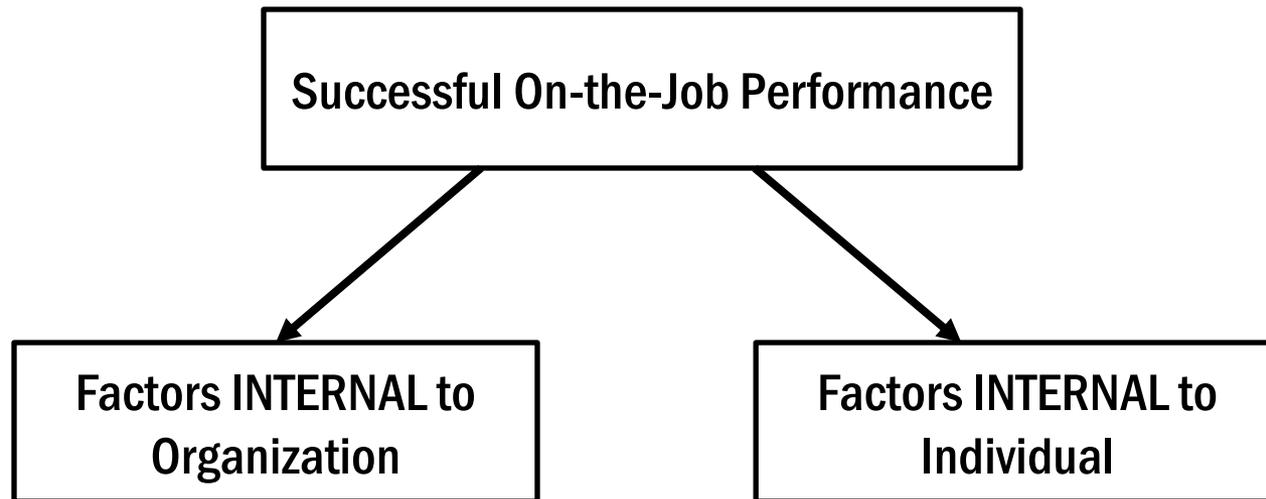
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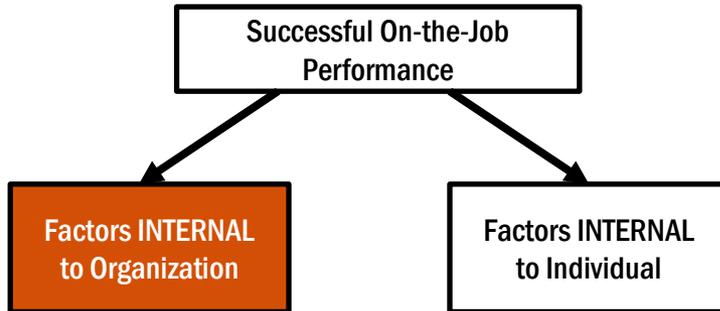
Need Hierarchy



Root Cause Categories for Gaps



Root Cause Categories for Gaps



1. Clarity of Roles and Expectations

2. Coaching and Reinforcement

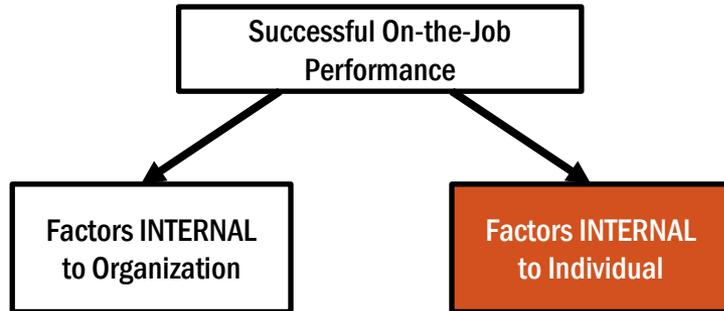
3. Incentives

4. Work Systems and Processes

5. Access to Information, People, Tools, and Job Aids

6. Supportive Culture

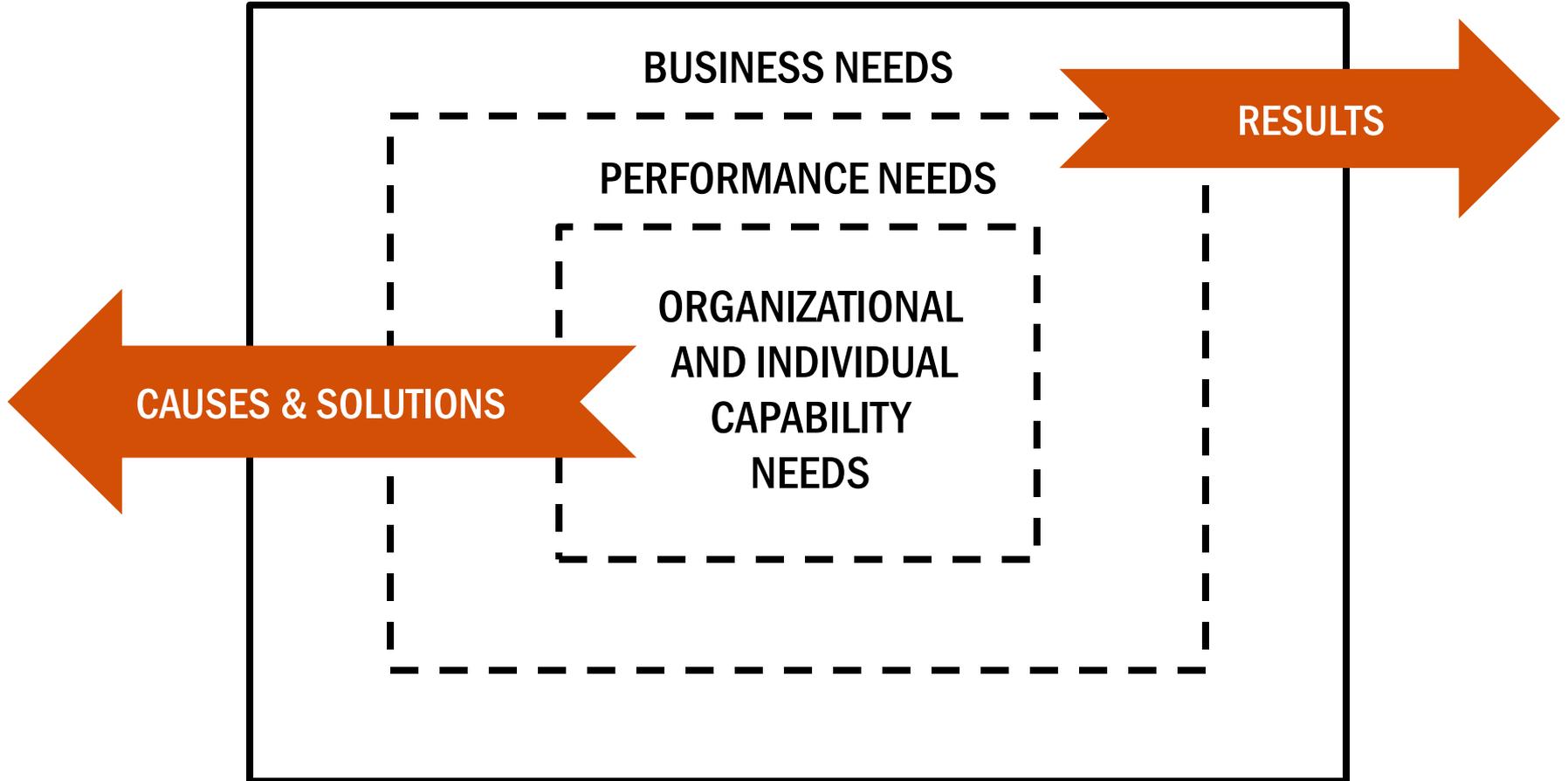
Root Cause Categories for Gaps



1. Skill and Knowledge

2. Inherent Capability

Need Hierarchy



Discrimination Exercise

Results

BN

PN



Causes/Solutions

OC/S

IC/S



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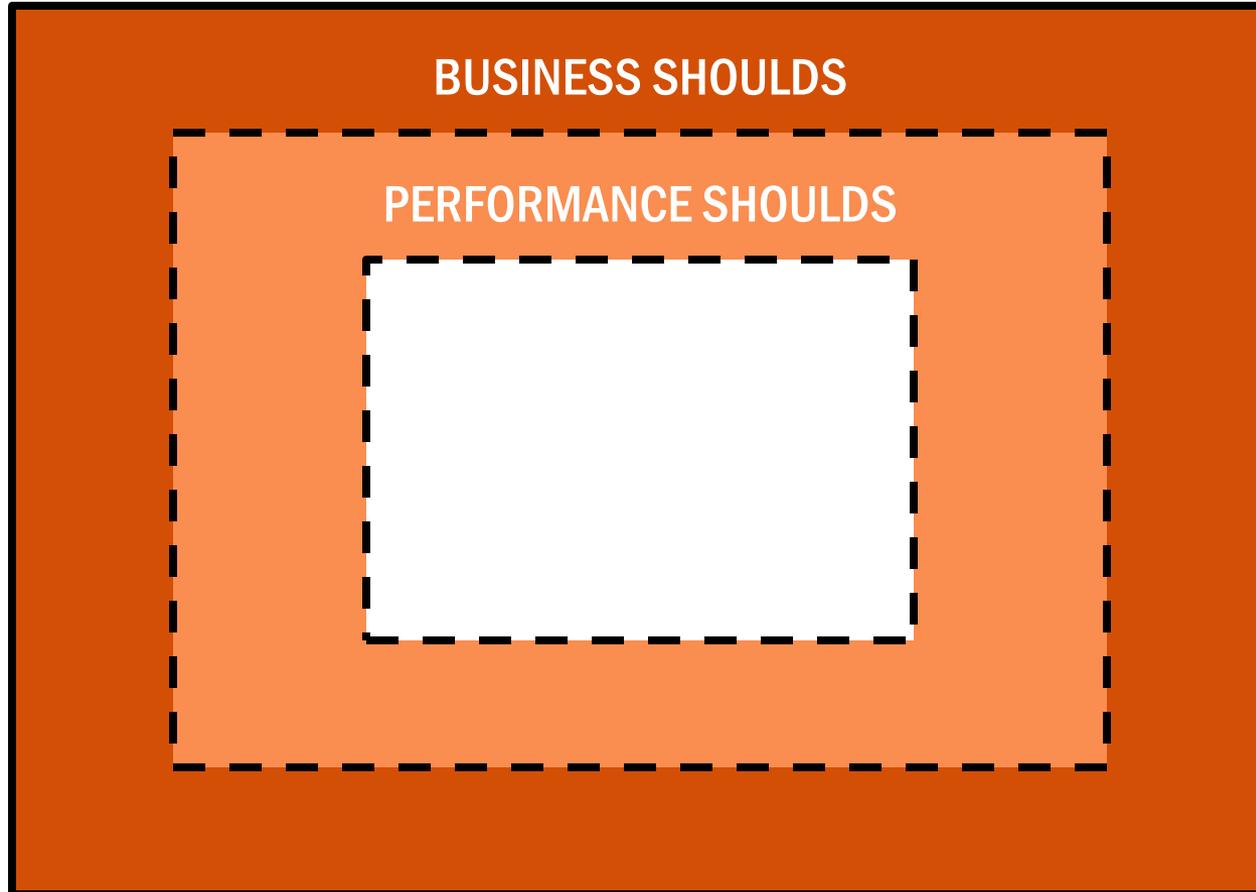
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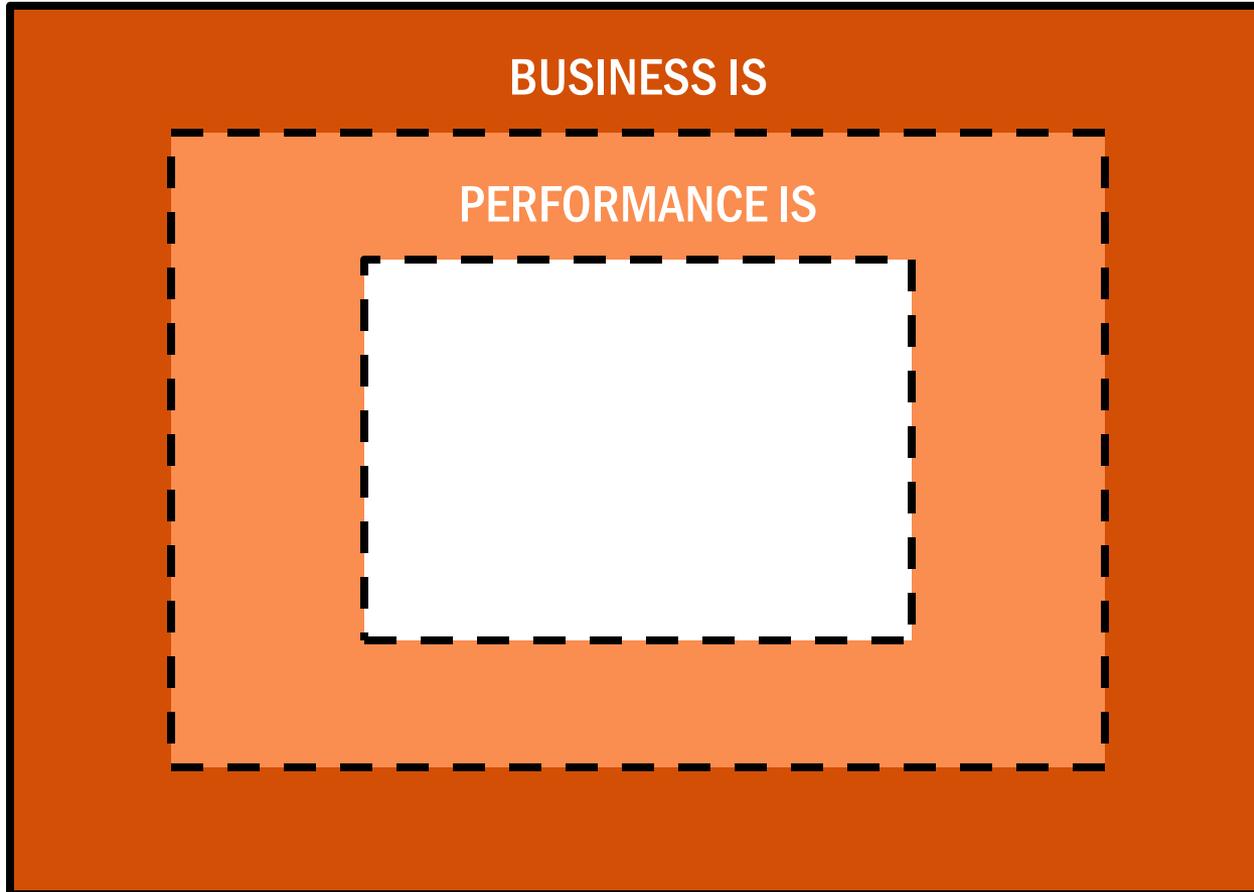


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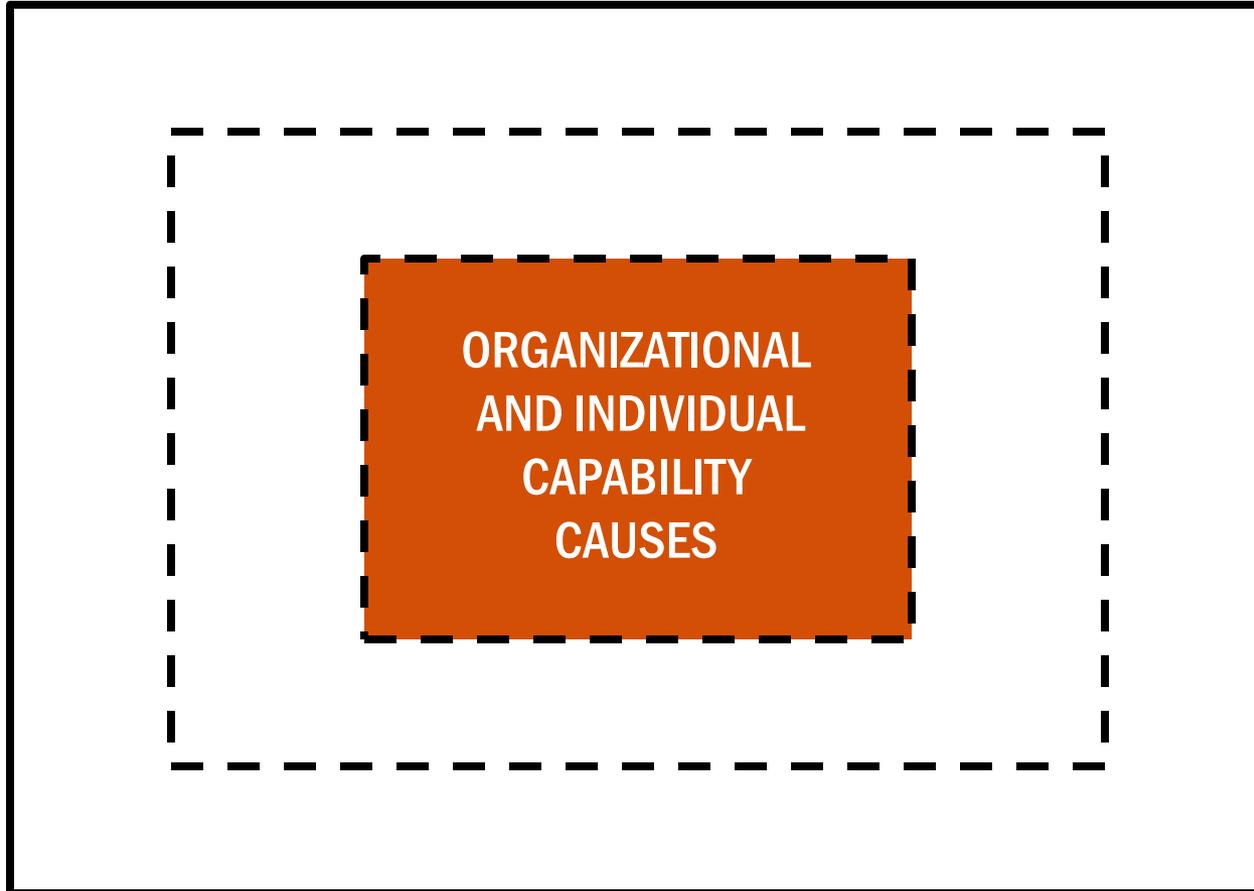
Gaps Logic: The SHOULDs



Gaps Logic: The IS



Gaps Logic: CAUSES



Ask Powerful Questions

*“We influence more by what we **ask** ...
...than by what we **tell**.”*

Which Column Contains Powerful Questions?

Column One	Column Two
<ul style="list-style-type: none">• What are your revenue and contribution to profit goals for this fiscal year?• Select the individual who is your most successful Customer Service Rep. What does that person do, when identifying customer needs, that is contributing to his/her success?• What shared beliefs are evidenced in the day-to-day performance of your team?	<ul style="list-style-type: none">• Is your department on track for achieving this year's revenue goals?• How do you want people to perform differently once they have attended this customer service training program?• When must the reorganization of your department be completed?

Guidelines for Powerful Questions

- Open-ended
- Focused to one category of the Gaps Logic
- Solution- and cause-neutral

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SHOULD Questions

BUSINESS SHOULDs: Operational goals

PERFORMANCE SHOULDs: On-the-job behavior that is needed to achieve business goals

IS Questions

BUSINESS IS: Current operational results

PERFORMANCE IS: Actual on-the-job behavior that is in evidence

CAUSE Questions

BUSINESS CAUSE: Reasons why operational results are not at goal

PERFORMANCE CAUSE: Reasons why people are not evidencing the desired behaviors on the job

Illustration: Asking Powerful Questions

REQUEST:

My salespeople are not good at managing their pipeline or creating value on their follow up calls. I would like you to create some type of training program that enhances skills in these areas.

What are some SHOULD-IS-CAUSE questions you could use to respond to this request?

Illustration: Asking Powerful Questions

REQUEST:

My salespeople are not good at managing their pipeline or creating value on their follow up calls. I would like you to create some type of training program that enhances skills in these areas.

PERFORMANCE IS QUESTION

What have you observed that leads you to believe your salespeople could benefit from this training program?

Illustration: Asking Powerful Questions

REQUEST:

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PERFORMANCE SHOULD QUESTION

What are you expecting your salespeople to do more, better, or differently?

Illustration: Asking Powerful Questions

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PERFORMANCE CAUSE QUESTION

What factors are making it difficult for your salespeople to exhibit the behaviors you'd like to see?

Illustration: Asking Powerful Questions

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BUSINESS IS QUESTION

What impact has your salespeople's current performance had on your operational results?

Illustration: Asking Powerful Questions

REQUEST:

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BUSINESS SHOULD QUESTION

If your salespeople performed as you've described, how would your operational results improve?

Illustration: Asking Powerful Questions

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BUSINESS CAUSE QUESTION

Other than the performance of your salespeople, what is challenging achievement of your operational goals?

Performance Consulting and Working Strategically Works

Learning organizations that use a performance consulting process have found a **consistent, structured way to develop trust and build strong relationships with leaders.**

Over time these relationships will result in the learning organization becoming a highly aligned and strategic partner with the business, **increasing the learning organization's ability to deliver value and contribute to the business, its goals, and ultimately its profitability.**

(Bersin by Deloitte, 2014)



High-impact Learning Organizations

High-impact learning organizations (HLOs) grow their profits three times faster than their peers.

Excellence in performance consulting is one of the top capabilities distinguishing HLOs.

(Lawler, Jamrog, and Boudreau, 2011)



Transition Techniques

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2. Offer to Support Managers with a “Burning Platform”

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“Start small, but start.”

Q & A



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