

3. Determine causes of performance gaps






Importance

The impact of mastering these competencies is that you:

- Offer an explanation for performance gaps that is rooted in data collected.
- Take a comprehensive approach to analyzing performance at the job, process, and organization level.
- Recommend learning and other performance solutions, and explain how they address causes of performance gaps.

Supporting competencies and tasks

These tasks contribute to mastery of the supporting competencies (in bold). Put a check mark next to each task or subtask within the supporting competency as you complete it:

3a	Determine job-level causes
	Review data from documentation, observation of performance, structured interviews, focus groups, or questionnaires
	Analyze data to determine extent to which performance is affected by: <ul style="list-style-type: none">▸ Expectations that are unclear or seen as unrealistic▸ Feedback that is not specific and timely▸ Tools and resources that are not effective and efficient▸ Consequences that, on balance, do not support performance▸ Incentives that, on balance, do not support performance▸ Participants' knowledge, skills and ability, including their skills using technology 
3b	Determine process-level causes
	Review data from documentation, observation of performance, structured interviews, focus groups, or questionnaires
	Analyze data to determine extent to which performance is affected by: <ul style="list-style-type: none">▸ Work processes or procedures that do not support desired performance outcomes (for example, being too complicated to follow, inefficient, overlapping with other areas)▸ Technology that does not perform as expected or that users have difficulty using as intended

3C Determine organization-level causes

- ▶ Review data from documentation, observation of performance, structured interviews, focus groups, or questionnaires
- ▶ Identify any macro-economic issues that might interfere with participants attending or completing the program and consider how to mitigate them
- ▶ Analyze data to determine extent to which performance is affected by:
 - ▶ Organizational structure that does not support job-level performance
 - ▶ Desired performance outcomes that are not aligned with business strategies
 - ▶ Desired performance outcomes that are not aligned with vision and values
 - ▶ Lack of access to mentors or coaches
 - ▶ Insufficient support from external business networks

Key outputs and assessment criteria

Mastering these competencies typically involves the following outputs. The assessment criteria indicate what would make the output appear to be high in quality.

KEY OUTPUTS	ASSESSMENT CRITERIA
List of causes of performance gaps	Causes are based on accurate and reliable data and sound analysis
	List considers all likely causes at a job, process, and organization level, as well as indirect causes related to country, individual, or family context
	List of causes identifies cause-effect relationships among the various causes