

**THE GMarie GROUP**  
Performance Improvement Specialists

---

# Performance Analysis

December 2008

---

Provided by:  
The GMarie Group  
1050 E. Ray Rd., Suite A5-312  
Chandler, AZ 85225  
[gmarie@gmariegroup.com](mailto:gmarie@gmariegroup.com)  
602.795.8374

## Performance Analysis

All organizations seek to cut costs, improve productivity, and provide value to their customers, regardless of the overall economic climate. Whether organizational performance has problem areas or must change in response to new opportunities, thorough analysis can help you achieve your desired results.

Your company's performance challenges and opportunities can be identified through a cost-effective performance analysis. Performance analysis is a systematic approach to identifying gaps in organizational and employee performance, their root causes and appropriate cross-functional solutions necessary to achieve desired results.

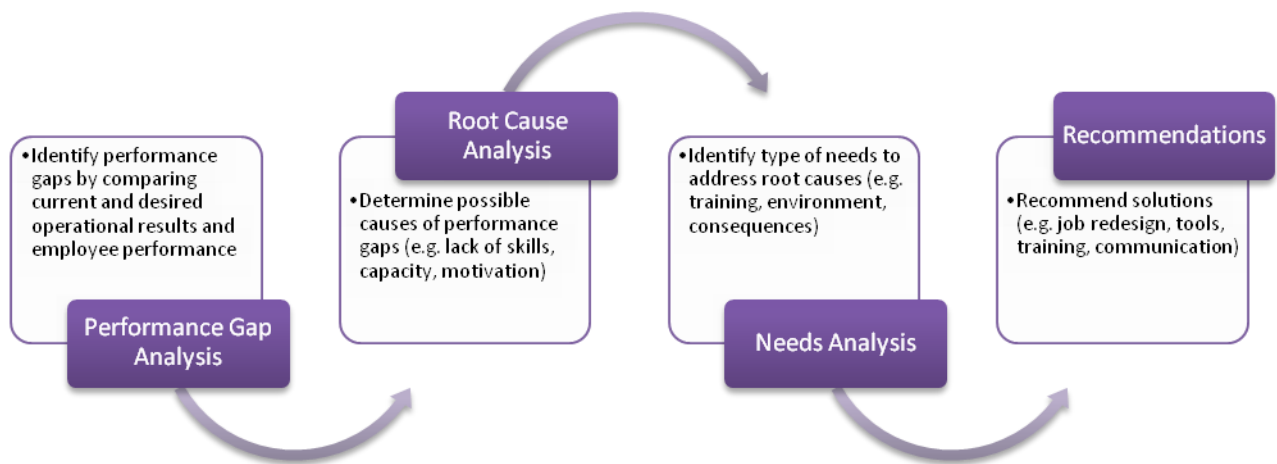
Use a front-end performance analysis to identify performance gaps and to determine how to close them. Sometimes the answers are obvious and the analysis confirms what you already suspect. More often, however, the answers are not obvious and the analysis leads to answers that are much more complex. The more complex the performance issues are, the more important the front-end analysis becomes in determining a final solution.

It is important to note that the most effective analysis efforts have been a result of close collaboration with clients (be they internal or external), working side-by-side to determine expectations, deliverable criteria and timing. Common methods to collect analysis information include interviews, focus groups, surveys, observation and examination of documents and processes.

## The GMarie Group Performance Analysis Process

The performance analysis process is comprised of four phases: performance gap analysis, root cause analysis, needs analysis and recommendations. This classic approach to performance analysis ensures that all solutions help you reach clearly defined goals. It also allows time to determine the validity of training needs and to probe underlying issues related to performance problems.

The performance analysis process is depicted and described below:



### Phase 1: Performance Gap Analysis

$$\text{Desired Performance} - \text{Current Performance} = \text{Performance Gap}$$

The discrepancy between how you want your business to perform and how it actually performs is known as a performance gap. Performance gap analysis defines your current state and desired state in terms of operational and employee performance.

Performance gap analysis relies on information about your current and desired operational results, which are tangible metrics used to determine your successes and improvement opportunities. Some examples include total sales volume, customer satisfaction scores and the number of items processed in a given timeframe.

Exploring employee performance as it relates to achieving the defined operational results is beneficial to this process. Employee performance includes those tasks or actions employees must complete for the business to produce results.

## **Phase 2: Root Cause Analysis**

After identifying and clearly articulating the gap(s) in performance, the next step is to conduct root cause analysis. This process determines why the performance problems exist.

To find root cause(s), performance consultants analyze factors that influence employee performance, which can be classified into six general categories:

- Skill/Knowledge – focuses on whether or not performers have the requisite knowledge and/or skill to meet job performance requirements.
- Capacity/Environment/Resources – refers to individual performers' ability to handle or manage what is required; examines factors like physical capacity and workflow impacts; looks at the performers' work environment, including space, light, noise, ergonomics, etc.; analyzes access to up-to-date and efficient resources available to do the job.
- Consequences and Incentives – examines what happens to performers when they perform correctly or incorrectly.
- Motivation and Expectations – takes into account the intrinsic and extrinsic factors that would motivate or de-motivate performers to perform as required. Also includes the performers' expectations of results for good performance.
- Information and Feedback – focuses on the means by which performers learn, to what degree their performance is on or off track and the frequency in which this feedback occurs; also includes access to information necessary to perform as expected.

### **Phase 3: Needs Analysis**

Once you understand the root causes of the gap, you can branch into more detailed analyses that help to design and implement the appropriate intervention.

The types of sub analyses conducted depend on the performance gap analysis and root cause analysis results. Possible analyses include:

- **Audience Analysis:** An examination of the target audience characteristics, such as geographic location, prior knowledge, existing skill set, age, interests, etc.
- **Job Analysis:** The breakdown of a specific job function into its respective duties and tasks, as well as required skills, knowledge and competencies.
- **Task Analysis:** The breakdown of individual tasks into their respective steps, required tools/inputs and timing.
- **Content Analysis:** Thorough review of any material, resources and input from subject matter experts of what to include in the training.
- **Environment Analysis:** Taking a close look at the work environment to determine to what extent it can/should be replicated in the learning setting.
- **Media Analysis:** Asking what delivery media make sense and are feasible given the content, audience and design constraints.
- **Cost-Benefit Analysis:** Analysis of the return on investment expected from conducting the training.

#### **Phase 4: Recommendations**

After conducting analysis, The GMarie Group develops a comprehensive analysis report to present findings and propose solutions for boosting operational and employee performance results.

It is important to note that many performance problems and opportunities can only be successfully resolved when a variety of solutions are applied that address each root cause. Training is often mistakenly designated as a “catch all” solution; however, we emphasize that training—if needed at all—is typically one component of a larger, holistic solution.

## **Conclusion**

Conducting a performance analysis enables you to focus future efforts around success factors for your organization. Armed with knowledge of your current operational and employee performance results, you will be able to implement a variety of solutions that will drive performance improvement and make you stronger, even in an uncertain economy.

## **Case Studies**

We invite you to review three analysis case studies (click to open):

- [Performance and Training Needs Analysis](#)
- [Performance and Training Needs Analysis](#)
- [Job Analysis](#)

## The GMarie Group

For over 20 years, The GMarie Group has provided nationwide clients with custom learning and performance improvement solutions. To do so, we apply the ADDIE Model, a systematic process for:

### **Analyzing Performance and Training Needs**

The GMarie Group recommends initiating a project through rigorous analysis, which is the key to obtaining valid results and ensuring that a significant cross-section of the organization has a stake in the process. We can conduct training needs and performance analysis to determine learning solutions to address identified performance gaps.

### **Designing and Developing Effective Solutions**

We design and develop online (Web-based) training, virtual Webcasts, podcasts, instructor-led training, performance support tools, learning portals and much more! Our team can author your custom product using any industry-standard authoring tool (e.g. Flash, Lectora, Flypaper and Captivate).

### **Implementing Products and Programs**

We also provide training program planning and coordination, train-the-trainer, training delivery and facilitation for all types of subject matter. We can also help integrate Web-based solutions into your LMS or LCMS.

### **Evaluating Reactions, Learning, Skills Transfer and Returns**

Using Kirkpatrick's "Four Levels of Evaluation," we develop tools and scoring mechanisms to measure participant reactions to learning, mastery of objectives, transfer of skills to the job and return-on-objectives.

## How Can We Help YOU?

The GMarie Group  
[info@gmariegroup.com](mailto:info@gmariegroup.com)  
602.795.8374