In this groundbreaking volume, leading practitioners and scholars from around the world provide an authoritative review of the most up-to-date information available on performance interventions, all presented within a holistic framework that helps ensure the accomplishment of significant results.

Addressing more than 30 performance interventions, with such varied topics as Incentive Systems, e-Learning, Succession Planning and Executive Coaching, this volume guides readers through the development of comprehensive performance improvement systems. Each chapter illustrates in practical terms how to select, plan, implement, and manage performance interventions, as well as how to evaluate their results. Through best practices research, comparative analysis, illustrative case studies from around the world, and editorial guidance on how to link together diverse interventions, the handbook is an important guide for achieving desired results in the workplace and beyond.

Sponsored by the International Society for Performance Improvement (ISPI), the Handbook of Improving Performance in the Workplace, three-volume reference, covers three main areas of interest including Instructional Design and Training Delivery, Selecting and Implementing Performance Interventions, and Measurement and Evaluation.

The Editors

Ryan Watkins is an associate professor with the George Washington University in Washington, DC. He teaches and does research on needs assessment, system analysis and design, instructional design, and distance education. Ryan is the author of 75 E-Learning Activities and co-author of Strategic Planning for Success, as well as five other books, including Performance by Design, and the E-Learning Companion. Ryan is an active member of ISPI and frequent contributor to its journals.

Doug Leigh is an associate professor of education with Pepperdine University’s Graduate School of Education and Psychology. His current research, publication, and consulting interests involve causal analysis, organizational trust, leadership visions, and dispute resolution. Doug is co-author of Strategic Planning for Success and Useful Educational Results, a two-time chair of the American Evaluation Association’s needs assessment topic interest group, and past editor-in-chief of the ISPI’s journal, Performance Improvement.

For more on Ryan and Doug’s work, including podcasts with contributing authors to the handbook, visit www.needsassessment.org.
Handbook of Improving
Performance in the Workplace

Volume Two

Selecting and Implementing Performance Interventions
ABOUT ISPI

The International Society for Performance Improvement (ISPI) is dedicated to improving individual, organizational, and societal performance. Founded in 1962, ISPI is the leading international association dedicated to improving productivity and performance in the workplace. ISPI reaches out to more than 20,000 performance improvement professionals in over 40 countries through publications and educational programs.

ISPI’s mission is to develop and recognize the proficiency of our members and advocate the use of Human Performance Technology. This systematic approach to improving productivity and competence uses a set of methods and procedures and a strategy for solving problems for realizing opportunities related to the performance of people. It is a systematic combination of performance analysis, cause analysis, intervention design and development, implementation, and evaluation that can be applied to individuals, small groups, and large organizations.
About Pfeiffer

Pfeiffer serves the professional development and hands-on resource needs of training and human resource practitioners and gives them products to do their jobs better. We deliver proven ideas and solutions from experts in HR development and HR management, and we offer effective and customizable tools to improve workplace performance. From novice to seasoned professional, Pfeiffer is the source you can trust to make yourself and your organization more successful.

Essential Knowledge  Pfeiffer produces insightful, practical, and comprehensive materials on topics that matter the most to training and HR professionals. Our Essential Knowledge resources translate the expertise of seasoned professionals into practical, how-to guidance on critical workplace issues and problems. These resources are supported by case studies, worksheets, and job aids and are frequently supplemented with CD-ROMs, websites, and other means of making the content easier to read, understand, and use.

Essential Tools  Pfeiffer’s Essential Tools resources save time and expense by offering proven, ready-to-use materials—including exercises, activities, games, instruments, and assessments—for use during a training or team-learning event. These resources are frequently offered in looseleaf or CD-ROM format to facilitate copying and customization of the material.

Pfeiffer also recognizes the remarkable power of new technologies in expanding the reach and effectiveness of training. While e-hype has often created whizbang solutions in search of a problem, we are dedicated to bringing convenience and enhancements to proven training solutions. All our e-tools comply with rigorous functionality standards. The most appropriate technology wrapped around essential content yields the perfect solution for today’s on-the-go trainers and human resource professionals.

Pfeiffer  Essential resources for training and HR professionals
Handbook of Improving Performance in the Workplace

Volume Two

Selecting and Implementing Performance Interventions

Edited by
Ryan Watkins and Doug Leigh

Co-Published by the International Society for Performance Improvement
CONTENTS

List of Exhibits, Figures, and Tables  xiii
Introduction to Volume Two  xix
Acknowledgements  xxxvii

PART ONE: INTRODUCTION  1

1 HPT Models: An Overview of the Major Models in the Field  5
   Frank S. Wilmoth, Christine Prigmore, Marty Bray

2 Linking Practice and Theory  27
   Seung Youn Chyung, Shelley A. Berg

3 The Performance Pyramid  51
   John Wedman

PART ONE: EDITORS’ DISCUSSION  81

PART TWO: VISION, MISSION, AND OBJECTIVES  85

4 Future Search  91
   Marvin Weisbord, Sandra Janoff
viii CONTENTS

5 SWOT Analysis 115
   Doug Leigh

6 Appreciative Inquiry 141
   Marvin Faure, Jennifer Rosenzweig, Darlene Van Tiem

PART TWO: EDITORS’ DISCUSSION 167

PART THREE: RESOURCES 171

7 Organizational Restructuring 177
   Sally Lollie, Hillary Leigh

PART THREE: EDITORS’ DISCUSSION 197

PART FOUR: EXPECTATIONS AND FEEDBACK 201

8 Realistic Job Previews 203
   Jim Breaugh

9 360-Degree Feedback 221
   Eugene Kutcher, John Donovan, Steven J. Lorenzet

10 Performance Measurement and Management Systems 251
    Ingrid Guerra-López

11 Achieving Improved Performance Through Managerial Coaching 275
    Andrea D. Ellinger, Alexander E. Ellinger, Robert G. Hamlin, Rona S. Beattie

12 Performance Management Systems 299
    David G. Gliddon

PART FOUR: EDITORS’ DISCUSSION 319

PART FIVE: TOOLS, ENVIRONMENT, AND PROCESSES 323

13 Electronic Performance Support Systems 325
    Frank Nguyen

14 Performance Aids 344
    Miki Lane

15 Knowledge Management 366
    Debra Haney, James T. Driggers
PART FIVE: EDITORS’ DISCUSSION  439

PART SIX: INCENTIVES, REWARDS, AND RECOGNITION  441

18 Incentive Systems  445  
  Steven J. Condly

19 Rewards, Positive Reinforcement, and Incentive Systems  465  
  Jessica Jean Frumkin

20 Employee and Executive Compensation  482  
  Tahir M. Nisar

PART SIX: EDITORS’ DISCUSSION  507

PART SEVEN: MOTIVATION AND SELF-CONCEPT  511

21 Motivational Communication  515  
  Lya Visser

22 Career Mentoring  536  
  Christine D. Hegstad

23 Job Crafting  555  
  Michelle French

PART SEVEN: EDITORS’ DISCUSSION  569

PART EIGHT: KNOWLEDGE AND SKILLS  573

24 e-Learning  577  
  Ryan Watkins

25 Cross-Disciplinary Team Learning  598  
  Scott P. Schaffer

26 Mentoring  613  
  Stella Louise Cowan
X CONTENTS

27 Executive Leadership Coaching  646
Daniel White

PART EIGHT: EDITORS’ DISCUSSION  673

PART NINE: PERFORMANCE CAPABILITY  677
28 Outsourcing  681
Judith A. Hale
29 Succession Planning and Management  697
Hillary Leigh

PART NINE: EDITORS’ DISCUSSION  717

PART TEN: ORGANIZATIONAL CULTURE  721
30 Organizational Culture  725
Anthony Marker
31 Diversity and Cultural Competence  745
Tyrone A. Holmes

PART TEN: EDITORS’ DISCUSSION  763

PART ELEVEN: CONTINUOUS MONITORING  767
32 Needs Assessment  771
James W. Altschuld, Traci L. Lepicki
33 Data Collection  792
Anne F. Marrelli

PART ELEVEN: EDITORS’ DISCUSSION  817

PART TWELVE: SIGNIFICANT ACCOMPLISHMENTS  821
34 Return on Investment  823
Patti P. Phillips, Jack J. Phillips

PART TWELVE: EDITORS’ DISCUSSION  847
Editors' Epilogue  851
About the Editors  855
About the Contributors  857
Name Index  871
Subject Index  880
LIST OF EXHIBITS, FIGURES, AND TABLES

EXHIBITS

5.1 SWOT Factors Identified Within a Construction Company
5.2 IE² Questionnaire
9.1 Sample Behavioral Checklist (Dimension: Customer Service)
9.2 Sample Behavioral 360-Degree Feedback Report (Dimension: Customer Service)
14.1 Checklist for Proposal/Contract
14.2 On-the-Job Coaching Evaluation Checklist
16.1 The Basic Change Readiness Rubric
32.1 A Technically Successful NA
32.2 The NAC at Work
33.1 A Sample Work Diary
33.2 Catalog Telephone Order Process Map

FIGURES

1.1 The Performance Pyramid Improvement Model
1.2 Roger Kaufman’s Organizational Elements Model
1.3 The Performance Pyramid Model as a Framework for This Book