

# Performance Consulting:

*What Is It and Why Do It?*

# Your Presenters



**Dana Robinson**

[dana.robinson@handshaw.com](mailto:dana.robinson@handshaw.com)

919.896.8103



**Chris Adams**

[chris.adams@handshaw.com](mailto:chris.adams@handshaw.com)

704.731.5302



# Objectives

1. Define Performance Consulting and why it is a strategic, not tactical, process.

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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.

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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  
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## Tactical

Identifying and addressing needs of workgroups



# Three Categories of Work

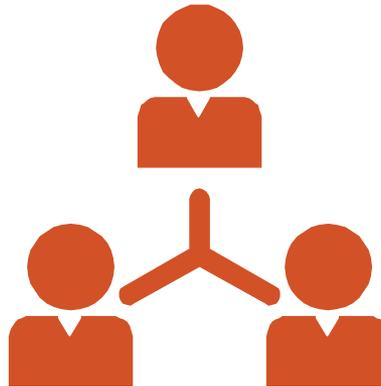
## Transactional

Identifying and addressing needs of individuals



## 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)

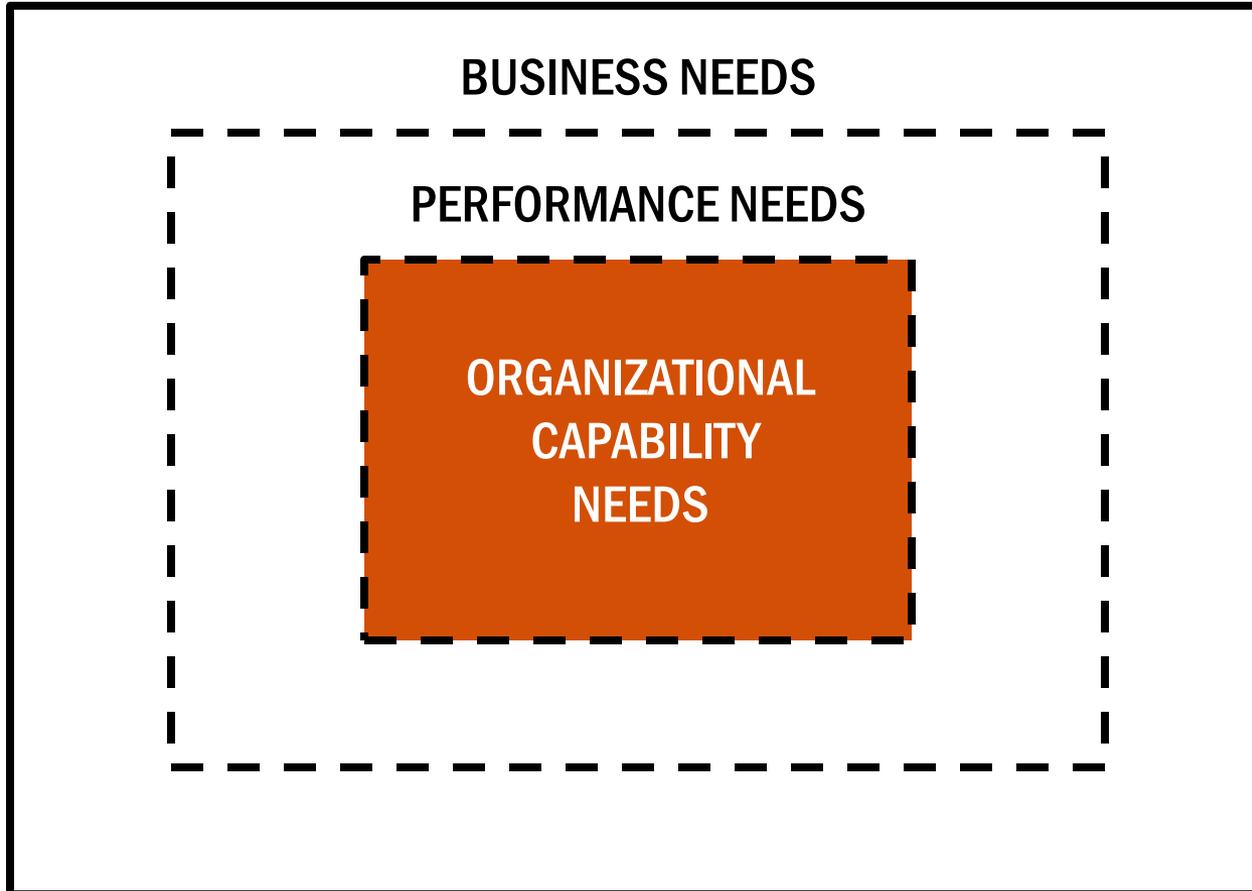
# Need Hierarchy



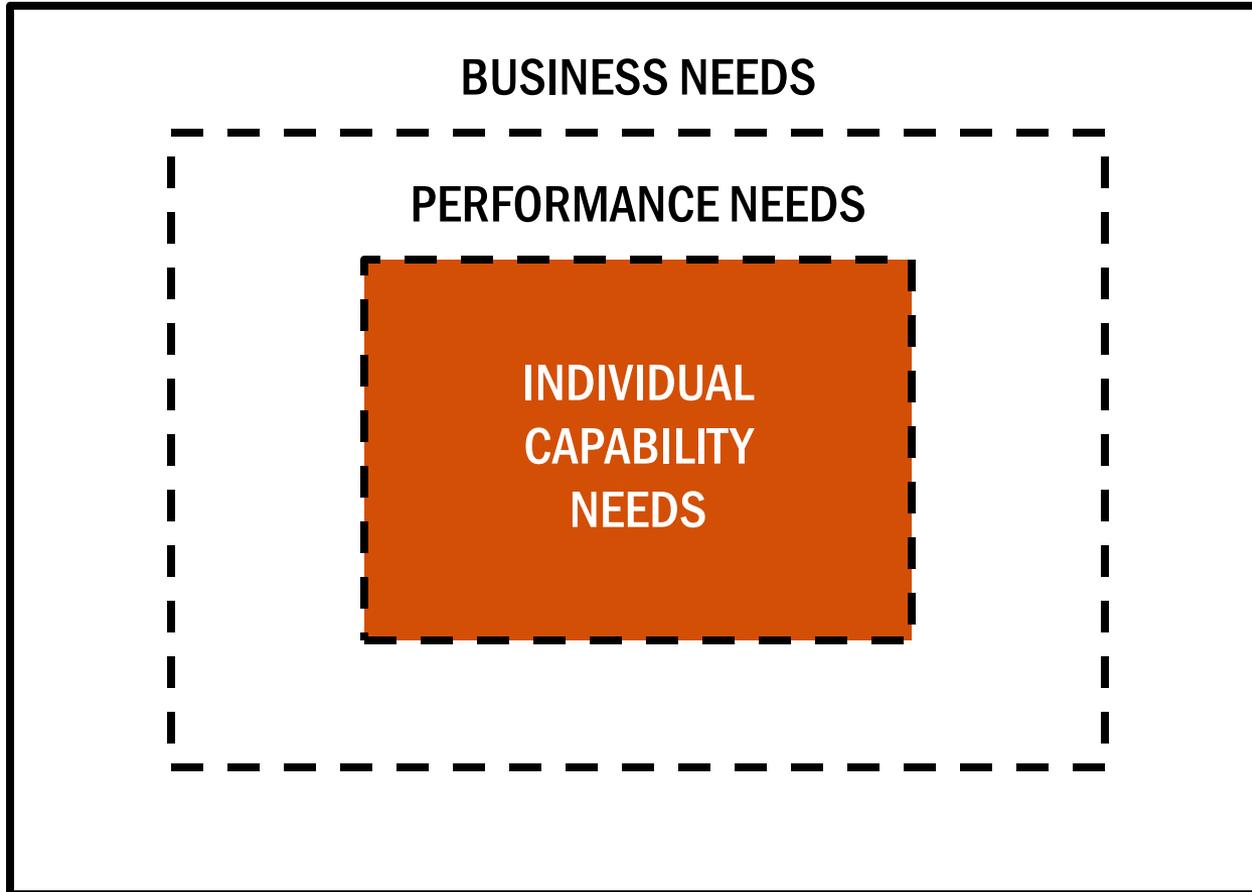
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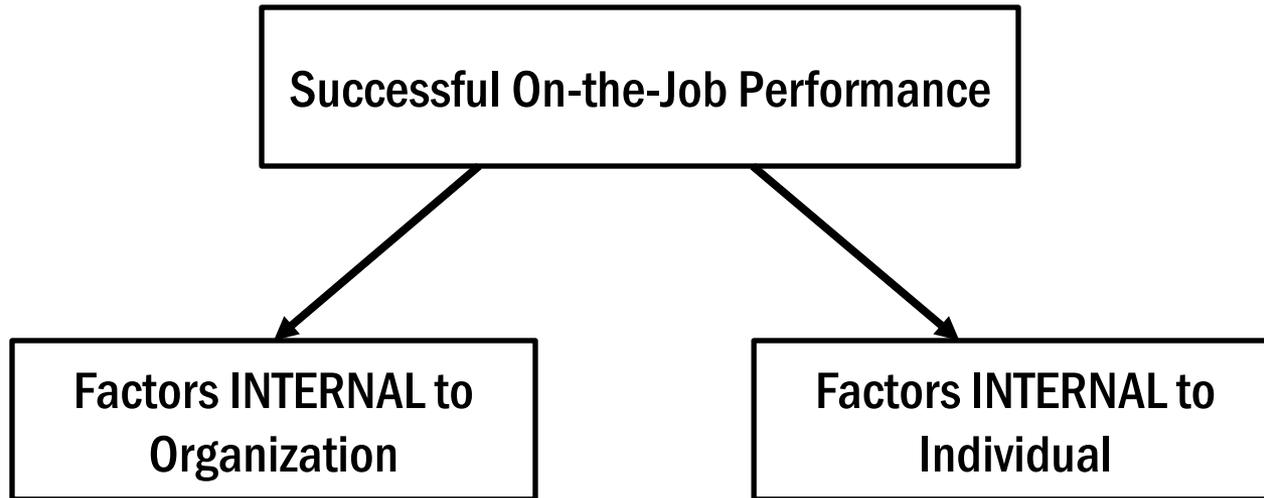
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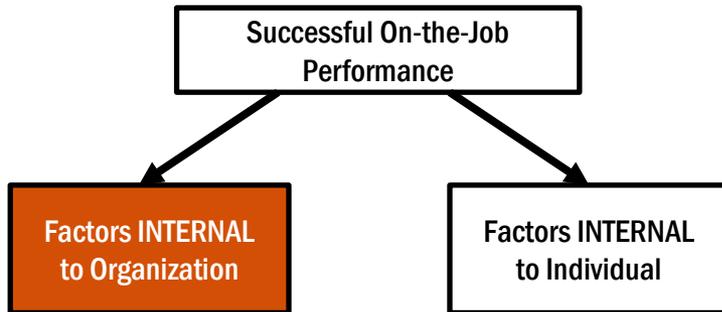
# Need Hierarchy



# Root Cause Categories for Gaps



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1. Clarity of Roles and Expectations

2. Coaching and Reinforcement

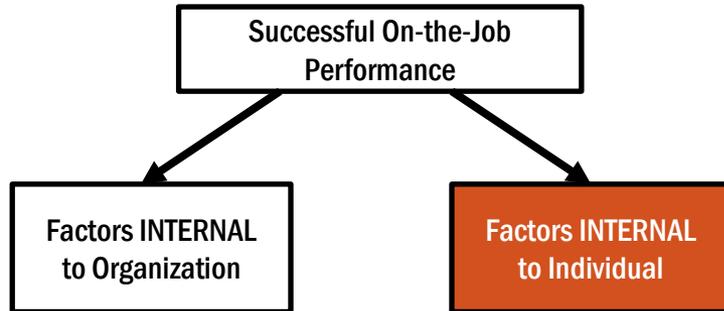
3. Incentives

4. Work Systems and Processes

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

6. Supportive Culture

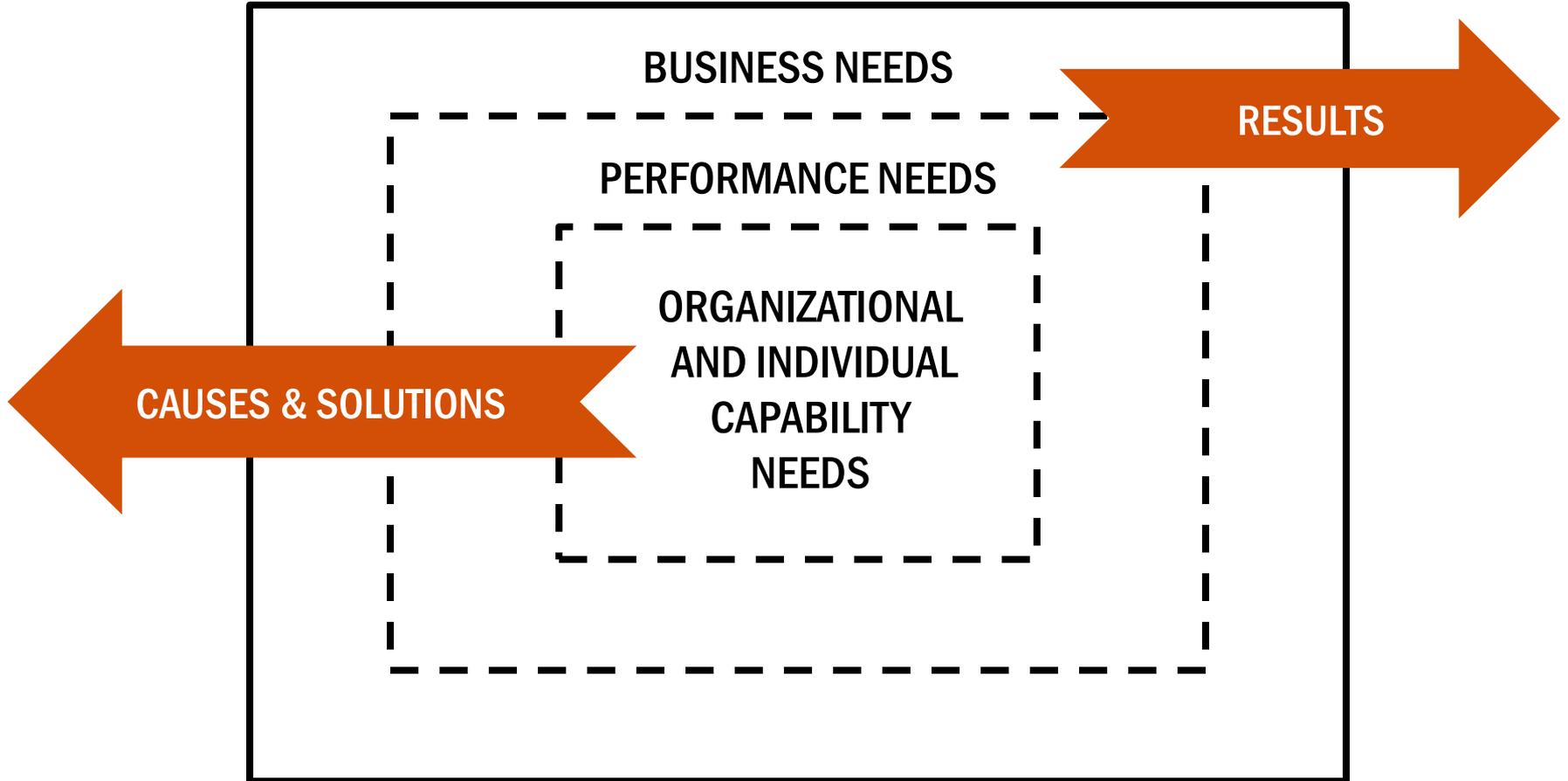
# Root Cause Categories for Gaps



1. Skill and Knowledge

2. Inherent Capability

# Need Hierarchy



# Discrimination Exercise

## Results

BN

PN



## Causes/Solutions

OC/S

IC/S



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.

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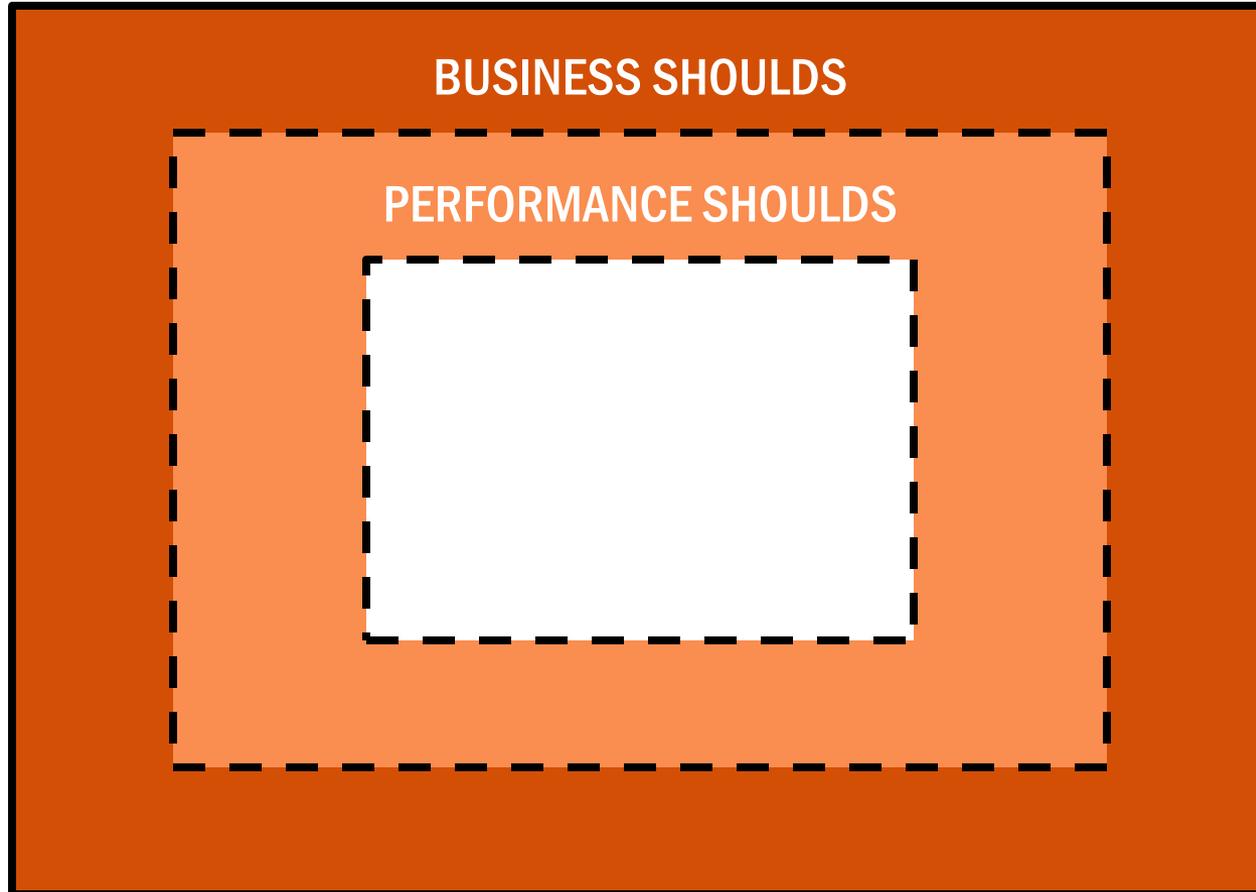


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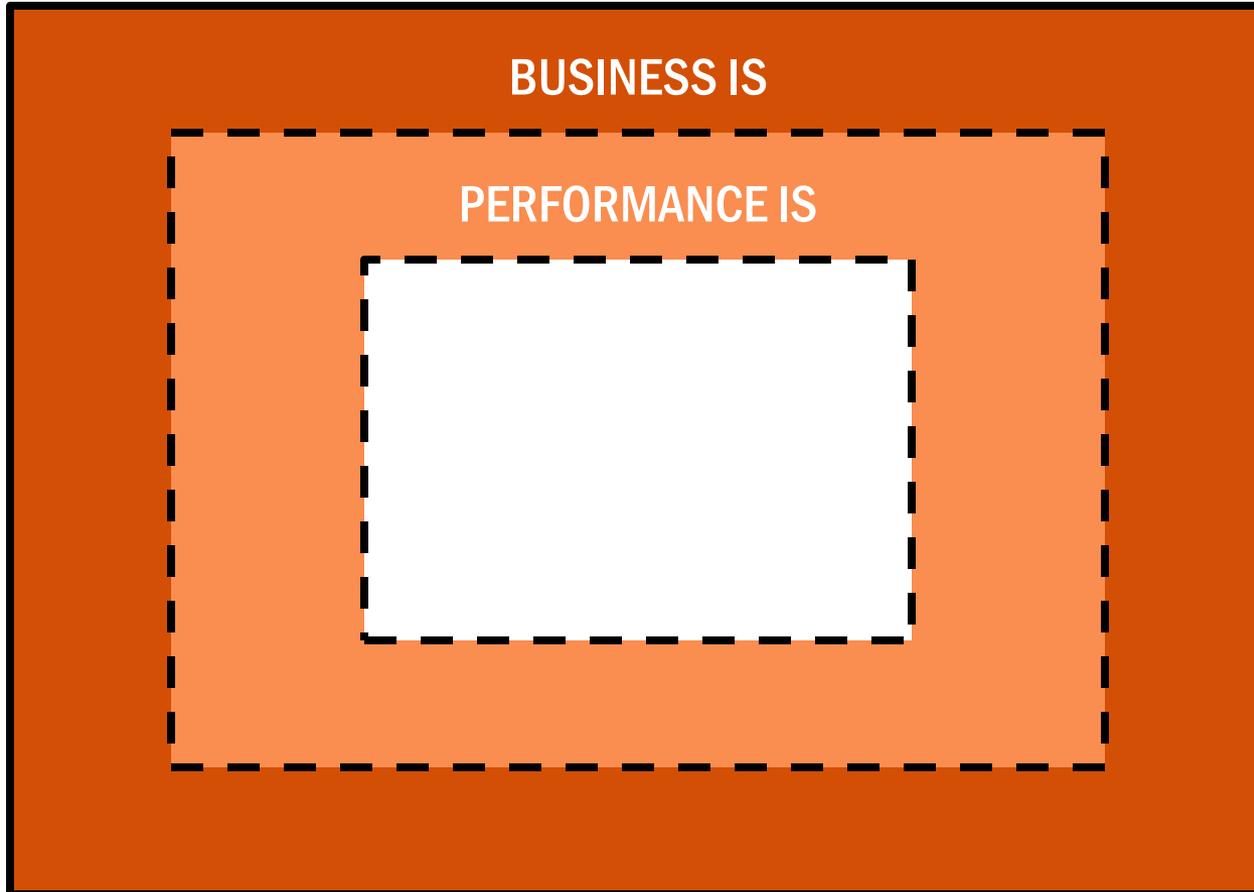


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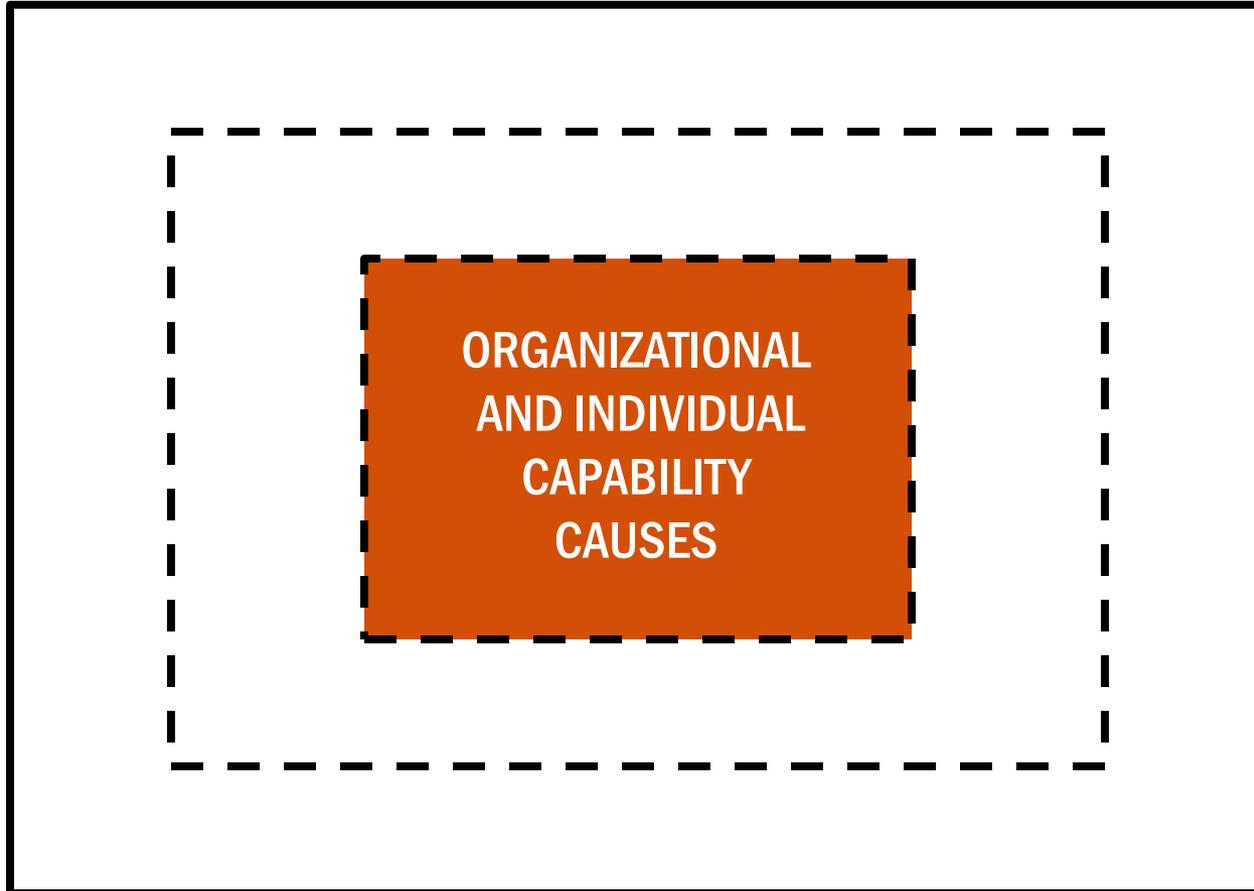
# Gaps Logic: The SHOULDs



# 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"><li>• What are your revenue and contribution to profit goals for this fiscal year?</li><li>• 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?</li><li>• What shared beliefs are evidenced in the day-to-day performance of your team?</li></ul>	<ul style="list-style-type: none"><li>• Is your department on track for achieving this year's revenue goals?</li><li>• How do you want people to perform differently once they have attended this customer service training program?</li><li>• When must the reorganization of your department be completed?</li></ul>

# 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:

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## PERFORMANCE IS

# Illustration: Asking Powerful Questions

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## **PERFORMANCE SHOULD**

# Illustration: Asking Powerful Questions

## **REQUEST:**

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## **PERFORMANCE CAUSE**

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# Illustration: Asking Powerful Questions

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## BUSINESS SHOULD

# Illustration: Asking Powerful Questions

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## BUSINESS CAUSE



# Phases of the Performance Consulting Process

## Phase 1



Identify  
Strategic  
Opportunities

# Phases of the Performance Consulting Process



# Phases of the Performance Consulting Process



# Phases of the Performance Consulting Process



# 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)



# Key Take-Aways

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2. Mental Model of Performance Consulting
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1. Three types of work: transactional, tactical, strategic
2. Mental Model of Performance Consulting
  - Need Hierarchy
  - SHOULD-IS-CAUSE Logic
3. Powerful questions
  - Open-ended
  - One category of Gaps Logic
  - Solution- and cause-neutral

What are YOUR key take-aways?

# Q & A



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