

## Checklist for Performance Causes:

Source: Dana Gaines Robinson - Partners in Change, Inc., 1996.

• <b>LACK OF CONFIDENCE TO USE SKILLS.</b>	<i>(Consider feedback, frequency, practice training.)</i>
• <b>DISAGREE WITH VALUES AND CONCEPTS WHICH HAVE BEEN TAUGHT.</b>	<i>Can't change someone's attitudes or beliefs initially. You can get them to comply with expected behavior. Over time, attitude may shift.</i>
• <b>LACK OF REINFORCEMENT.</b>	<i>(Consider the feedback.)</i>
• <b>LACK OF COACHING.</b>	<i>(What was the objective of the training in the first place?)</i>
• <b>LACK OF POSITIVE MODELS.</b>	<i>(Consider TRANSFER after Training Techniques).</i>
• <b>TASK INTERFERENCE.</b>	<i>(Consider TRANSFER before Training Techniques).</i>
• <b>LACK OF ORGANIZATIONAL FEEDBACK.</b>	<i>(Was the Training linked to a Business or Organizational need?)</i>
• <b>LACK OF REWARDS OF INCENTIVES/PRESENCE OF "PUNISHMENTS"</b>	<i>See Mager and Pipe list below.</i>

### Also Consider \*Robert Mager and Peter Pipe's Suggestions:

1. Is desired performance punishing?
2. Is non-performance rewarding?
3. Does performing really matter to the individual?
4. Are there obstacles to performing?

*Mager R, Pipe P. Analyzing performance problems. Belmont: Lake Publishing; 1984.*

**NOTE: When analyzing performance discrepancies, I usually find the reverse order to be evident. In other words, 4,3,2,1 as the culprits and there is usually some combination of all.**