
Contents

List of figures and tables v

Foreword ix

Preface xi

The authors xvii

PART ONE: A FRAMEWORK FOR IMPROVING PERFORMANCE 1

1 Viewing Organizations as Systems 3

2 Three Levels of Performance: Organization, Process,
and Job/Performer 12

PART TWO: EXPLORING THE THREE LEVELS OF PERFORMANCE 27

3 The Organization Level of Performance 29

4 The Process Level of Performance 42

5 The Job/Performer Level of Performance 62

PART THREE: APPLYING THE THREE LEVELS OF PERFORMANCE 75

- 6 Linking Performance to Strategy 77
 - 7 Moving from Annual Programs to Sustained Performance Improvement 86
 - 8 Diagnosing and Improving Performance: A Case Study 97
 - 9 Project Definition: The Ten Essential Steps 110
 - 10 Process Analysis and Design: The Ten Essential Steps 140
 - 11 Overcoming the Seven Deadly Sins of Process Improvement 174
 - 12 Measuring Performance and Designing a Performance Management System 182
 - 13 Managing Processes and Organizations as Systems 211
 - 14 Designing an Organization Structure That Works 226
 - 15 Creating a Performance-Based Human Resource Development Function 244
 - 16 Developing an Action Plan for Performance Improvement 259
- Index 264
- Instructor's Guide 270