

Introduction

Step 1 when presented with a performance problem is to use a **performance analysis tool**. One such tool is the "Performance Analysis Quadrant" (PAQ) for identifying the root causes of such problems. By discovering the answer to two questions, "Does the employee have adequate job knowledge?" and "does the employee have the proper attitude (desire) to perform the job?" and assigning a numerical rating between 1 and 10 for each answer, will place the employee in 1 of 4 performance quadrants:.

Credit: http://www.nwlink.com/~donclark/history_isd/addie.html

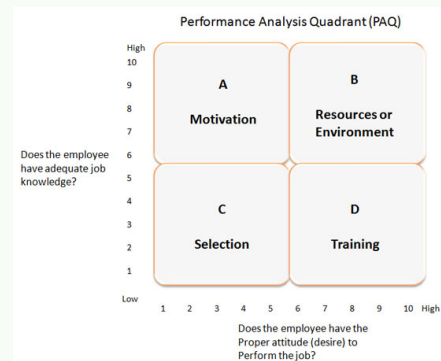
Quadrant A (Motivation)

If the employee has sufficient job knowledge but has an improper attitude, this may be classed as a motivational problem. The consequences (reward and punishment) of the person's behavior will have to be adjusted. This is not always bad as the employee just might not realize the consequence of his or her actions.

Quadrant B (Resource/Process/Environment)

If the employee has both job knowledge and a favorable attitude, but performance is unsatisfactory, then the problem may be out of control of the employee, such as a lack of resources or time, the task needs process improvement, or the workstation is not ergonomically designed.

Performance Quadrant



Quadrant C (Selection)

If the employee lacks both job knowledge and a favorable attitude, then that person may be improperly placed in the position. This may imply a problem with employee selection or promotion, and suggests that a transfer or discharge be considered.

Quadrant D (Training and or Coaching)

If the employee desires to perform, but lacks the requisite job knowledge or skills, then some type of learning solution is required, such as training, coaching, or informal learning.

Note: The four quadrants are based on Jones' (1993) description of the four factors that affects job performance.