

The True Origins of Performance Pain

Our engagements kick off by first considering the organizational dynamic in which change will play out. This graphic is how we see it. We call it SABA.

Organizations often seek to improve performance by changing structures and/ or activities (processes) ignoring or unaware of the impact this change will have on the rest of the elements in play – only addressing pain points they can see. Changing any one component of SABA, however, creates change elsewhere in the model.

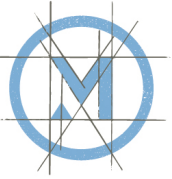
Whether or not those changes are positive or negative, painless or painful and short term or lasting, have to do with the change in question, the manner in which it is implemented and the structures and activities, behaviors and attitudes that define the organization - and inadvertently serve as the guardrails for any change initiative.

We start here to get a sense of the scope of the change, its alignment with organizational goals and values and its impact on the employee experience.

SABA

The relationship between an organization's prevailing Structures and Activities and accepted Behaviors and Attitudes.





Surface Pain Is Only Half Of The Story

Review of the organizational dynamic will likely expose some problem areas: Territorial managers, compliance issues, productivity delays, morale deficits, and communication issues among other red flags.

At the root of these issues is some sort of conflict an employee has with SABA, the working environment or with his or her needs not being met.

This conflict not only negatively impacts organizational culture but is also at the root of the waste organizations recognize as performance pain.

Before diving into a performance improvement effort, its important to investigate the cultural roots of at least some of the organization's more acute / higher profile pain points to gain critical insight into what implementation will need to be sensitive to, focus on as well as how to mitigate these conflicts so that they don't continue to hinder the organization moving forward.

