Pushing Management's Buttons to Improve Court Performance

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Exercise

Think back to your current or last job and write down the biggest thing that kept you from doing your job.
Performance Improvement

• What is it?

• Who is responsible for it?
Where HPT is at Work

Limited Resources

• Can’t throw money and people at every problem.
• Forced to work smarter not just harder. HPT provides road map to work smarter.
Integration of Human Performance Technology/Improvement

Definitions:

• International Society for Performance Improvement (ISPI): HPT is "a set of methods and processes for solving problems or realizing opportunities related to the performance of people, and organizations."

• Association for Talent Development (ATD): HPI is the systematic process of identifying and analyzing the root causes of performance issues, and implementing big picture solutions across an organization.

• The focus is on the factors that impact individual and organizational performance.
Four Tenants of HPT

1. Begin with the end in mind
2. Systemic analysis starting with identifying the optimal state
3. Many factors influence performance
4. HPT is data driven
Primary Causes for Low Performance

- Poor or Insufficient Performance Feedback: 60%
- High Individual Stress Levels: 40%
- No Performance Standards: 39%
- Lack of Clear Individual Goals: 37%
- Reward Not Performance Based: 31%
- Poor Performance Rewarded: 31%
- No Career Planning: 28%
- Fear of Failure or Punishment: 23%
- Inability to Envision Successful Outcomes: 22%
- Lack of / Poor Company-Sponsored Training: 17%
- Inability to Concentrate on Task at Hand: 14%
- Low Worker Self-Esteem: 9%
- Low Compensation: 8%

Closing the Human Performance Gap
The Conference Board 1994
How Work Gets Done

Stimulus to start

Exhibit some behavior

Use tools & equipment

Assign the right person

Access the right information

Within work environment

Produce some Output

Performed to standards

Contributes to Business Goal
HPT Methodology

What signals the start?

What behaviors produce outputs?

What outputs are required?

What is the Business Goal?

What tools & Equipment?

What information access is needed?

What are the Standards?

What are work environment requirements?

Personnel Selection Criteria?
Rewards for Activity or Performance?

What is the difference?

Write a list of Activities

Write a list of performances

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Activity vs. Performance

Behaviors/Actions

• Take Practice Swing
• Season to taste
• Provide Feedback on Performance
• Study for Class
• Press On/Off Button
• Sweep Floor

Performance/Results

• Productive Employee
• Hole in One
• Delicious Meal
• College Diploma
• Machinery Operational
• Clean Floor
HPT/I Core Competencies
(Rothwell, Hohne & King 2000, p. 19)

1. Industry Awareness
2. Leadership Skills
3. Interpersonal Skills
4. Technology understanding
5. Problem Solving
6. Systems Thinking
7. Performance Perspective
8. Intervention Selection
9. Business Acumen
10. Negotiating Skills
11. Advocacy/Buy-in Skills
12. Adapting Skills
13. Visionary/Big Picture
14. Consulting Skills
15. Project Management Skills

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Training does not always equal performance
All models are wrong, but some are useful!
Performance Factors Model

**Organization Factors**
- Information
- Resources
- Incentives
- Selection Assignment

**Individual Factors**
- Knowledge
- Skills
- Motivation
- Capacity

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### ORGANIZATIONAL FACTORS

<table>
<thead>
<tr>
<th>Information</th>
<th>Resources</th>
<th>Incentives</th>
<th>Selection &amp; Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision, Mission, Values</td>
<td>People</td>
<td>Pay &amp; bonus</td>
<td>Interviews</td>
</tr>
<tr>
<td>Policy</td>
<td>Tools &amp; Equipment</td>
<td>Vacation/PTO</td>
<td>Testing</td>
</tr>
<tr>
<td>Doctrine</td>
<td>Time</td>
<td>Titles</td>
<td>Job prerequisites</td>
</tr>
<tr>
<td>Job Descriptions</td>
<td>Money</td>
<td>Promotion</td>
<td>Location</td>
</tr>
<tr>
<td>Feedback on expectations</td>
<td>Processes</td>
<td>Benefits</td>
<td>Skill fit</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Profit Sharing</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Telework</td>
<td></td>
</tr>
</tbody>
</table>

### INDIVIDUAL FACTORS

<table>
<thead>
<tr>
<th>Knowledge</th>
<th>Skill</th>
<th>Motivation</th>
<th>Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information transferred and stored in long or short term memory</td>
<td>Tactile or mental ability to complete a desired and valued behavior</td>
<td>Values</td>
<td>Physical constraints</td>
</tr>
<tr>
<td></td>
<td>Diagnosis and fix the Flux Capacitor</td>
<td>Purpose</td>
<td>Adaptability to new and novel situations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Aspirations</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Internal fire in the belly</td>
<td></td>
</tr>
</tbody>
</table>

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Summary of Results

65–74%

26–35%

Organizational

Individual

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What did you say?

Organization Factors

Information  Resources  Incentives  Selection Assignment

Individual Factors

Knowledge  Skills  Motivation  Capacity
Many Factors to Performance
A Systems Perspective
Raise the Overall Performance

old

new

number of employees

standard of performance

Minimum  Average  Exemplary

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Value of the Model

• Tool to keep you focused on highest leverage areas
• Non Jargon
• Resonate with managers
• Common sense approach
Three Learning Points

1. Performance problems more frequently caused by the organization (system) rather than the employee

2. Cheaper and easier to fix the organization

3. We continue fix the employee rather than the organization
Built Upon the Work of Others
Still a Work in Progress


To promote the rule of law and to improve the administration of justice in state courts and courts around the world.