THE PERFORMANCE PLANE

Peak performers have robust measurement systems with clear achievable targets. Finances are exemplary and risk countermeasures in place. Employees are solvers who own continuous improvement, actions are well planned and extract greater value.

Strong performers know their numbers and meet many of their targets. Goals are defined but may need refinement. Some continuous improvement can be identified. Major processes are intentionally designed but processes need work. Employees participate in process improvement when encouraged. Risk countermeasures are defined.

Average performers have some statistical data but need to progress toward meaningful use. Early performance improvement efforts are in place but many processes remain ad hoc. Risks may not be well defined, but operations are seemingly stable.

Weak performers accept their processes and may consider them good. They lack meaningful performance data and it doesn’t matter, they have no targets. Finances may be stable but possibly not resilient. Risks are not well defined so they can be easily sapped.

Failed performers are data blind and do not consider performance measurement necessary. Business decisions are risk immune and finances may be tenuous. Potential for external intervention is high or already present. Processes are “straight to do.”

Apply PDCA to improve processes and drive up the plane

CHARACTERISTICS
- Well Defined Goals
- Improvement Culture
- Known Numbers
- Designed Processes
- Customer Focused
- Risk Aware
- Value Conscious
- Financially Resilient
- Outcome-based Investments

Straight to do processes perpetuated or repeatedly redone and undone

CHARACTERISTICS
- Ill-defined Goals
- Straight to “Do”
- Customer Complaints
- Unplanned Processes
- Risk Immune
- Data Blind
- Tenuous Finances
- Input-based Investments

Stevan Gorcester 2016
**Root Cause Definitions**

"Broken policy" means policies that do not perform to the intended purpose and may instead produce random results. Most government waste is not as obvious as manufacturing waste, it hides in broken policies and may remain unrecognized since it appears the policy is being implemented.

"Straight to Do" refers to skipping the plan step in the Deming Cycle (plan, do, check, act) and initiating the process without ensuring performance to purpose.

“Data Blind” is an organizational state where operations may produce data but it is not accessible, visual or the correct data to inform improvement and mitigate risk.

“Risk Immune” refers the different perception of risk by government workers versus private business owners. Government managers must intentionally observe risk since it will not be as easily perceived through physiological response.

**My HOSHIN Definitions**

(Strong Finances, Healthy Inventory, Achieve Goals and Extract Value)

Healthy inventory means awarded grant projects proceed in an orderly and timely manner toward completion, with high efficiency and low waste while meeting customer needs.

Extract Value incorporates the combined ideas of eliminating waste and improving process outcomes so they perform more precisely to purpose. Loss prevention and cost avoidance are related components.