

5.5 Chapter Activity Figure 28

The diagram illustrates a fishbone analysis with BEM categories, showing 3 environmental factors and 3 personal factors as possible contributors to high performance.

Within the Environmental Support area,

- The Data category includes root causes such as:
 - Clear communication
 - Informed of key performance metrics
 - Just-in-time feedback
- The Instruments category includes root causes such as:
 - Useful job aids
 - Clear work process
 - Up-to-date software
- The Incentives category includes root causes such as:
 - Clear path to promotion
 - Incentives tied to performance outcomes

Within the Person's Repertory of Behavior area,

- The Knowledge category includes root causes such as:
 - Effective OJT
 - Confident and Skillful workforce
- The Capacity category includes root causes such as:
 - Assigned tasks match current skill sets
 - Feeling energized
 - Workload within available time
- The Motives category includes root causes such as:
 - Feeling connected
 - Feeling satisfied
 - Being willing to remain in the organization