

Module 3: Improving Staff Performance

Table of Contents

	Page
Section I: Introductions and Organizing	5
A. Introduction to Module 3	6
Section II: Leading for Outcomes	9
A. Organizational Development to Achieve Mission and Outcomes	10
B. Individual Performance	16
Section III: Analyzing Performance Problems	22
A. Tools for Performance Analysis	23
B. Conducting Performance Analysis	27
Section IV: Improving Performance	33
A. Performance Analysis.....	34
Section V: Performance Evaluation	36
A. Process of Performance Evaluation.....	38
B. Ohio and National Standards in Performance Evaluation	40
C. Preparing for Performance Evaluation.....	42
D. Gathering Data for Performance Evaluation.....	43
E. Using Supervisory Conferences To Assess Performance.....	44
F. Giving Effective Feedback About Performance.....	45
Section VI: Leading for Performance Motivation	54
A. The Spheres of Influence Model.....	55
B. Factors that Influence Motivation.....	58
Section VII: Closure and Action Planning	62
Bibliography	63