

Phase 1: Identify Strategic Opportunities

In this phase, partnerships are formed between the Learning & Development (L&D), Human Resources (HR) and Organization Development (OD) staff and your organization's managers and leaders who own accountability for achieving business goals. This is also the phase during which opportunities for performance consulting projects are identified and qualified. Not every need or request can, or should, be approached from a performance consulting perspective. Qualifying needs into, and out of, the Performance Consulting Process is a key outcome from this phase of work.

Phase 1 Deliverables:

- Identification of a strategic project
- Identification of the client

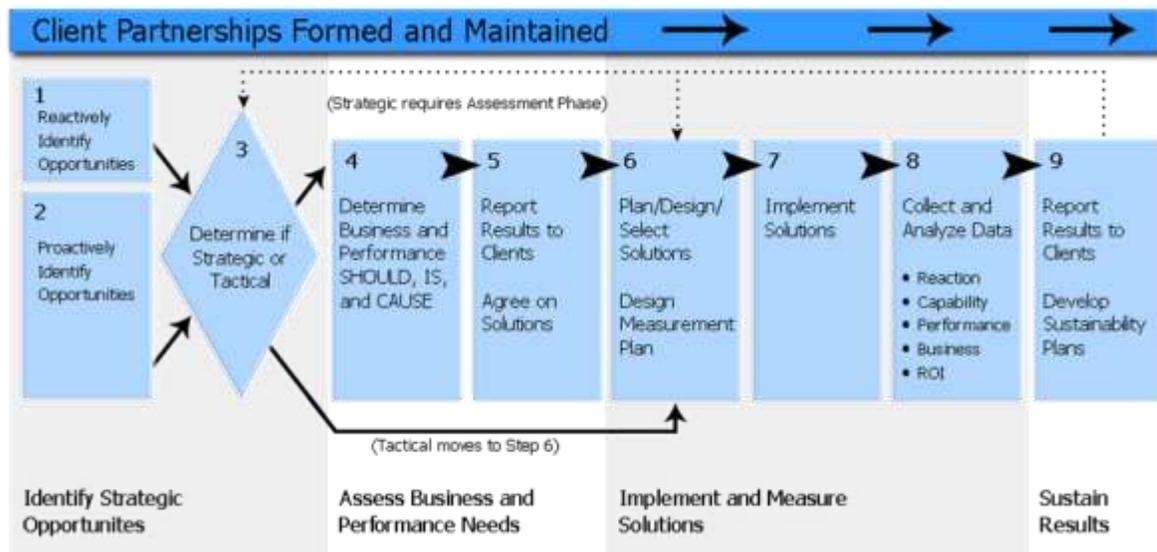
Phase 2: Assess Business and Performance Needs

Information that is required, but not currently available, is obtained. This assessment must be focused, efficiently obtained, and credible—so the data collected motivates managers to take appropriate actions. This phase may involve any one, or a combination of, the following steps:

- Identifying performance requirements by developing performance models or competency models
- Identifying process requirements by forming a process model
- Identifying current performance gaps and strengths by completing a gap analysis
- Determining primary causes for performance gaps by conducting a cause analysis

Phase 2 Deliverables:

- Client agreement on required solutions



Phase 3: Implement and Measure Solutions

In Phase Three, the agreed-upon solutions are designed and implemented. Generally, performance change initiatives require between two and four solutions. They can include:

- Solutions the client will manage, such as communication of the initiative to all involved
- Individual Capability solutions, such as training or coaching
- Organizational Capability solutions, such as changes in authority, clarification of roles, or redesign of work processes

Additionally, agreement is reached with the client regarding how the initiative will be measured and data is obtained to support that agreement.

Phase 3 Deliverables:

- Implementation of solutions
- Measurement of performance enhancement

Phase 4: Report and Sustain Results

In this phase of work, measurement findings are discussed with the clients and other stakeholders. Plans are formed to ensure positive results are sustained over time and that clients take any actions needed because results are less than satisfactory.

Phase 4 Deliverables:

- Communication of business and performance results
- Additional actions taken to sustain changes, if required