

# Performance Opportunity Analysis

ZOOMING OUT TO ZERO IN

## "We need training..."

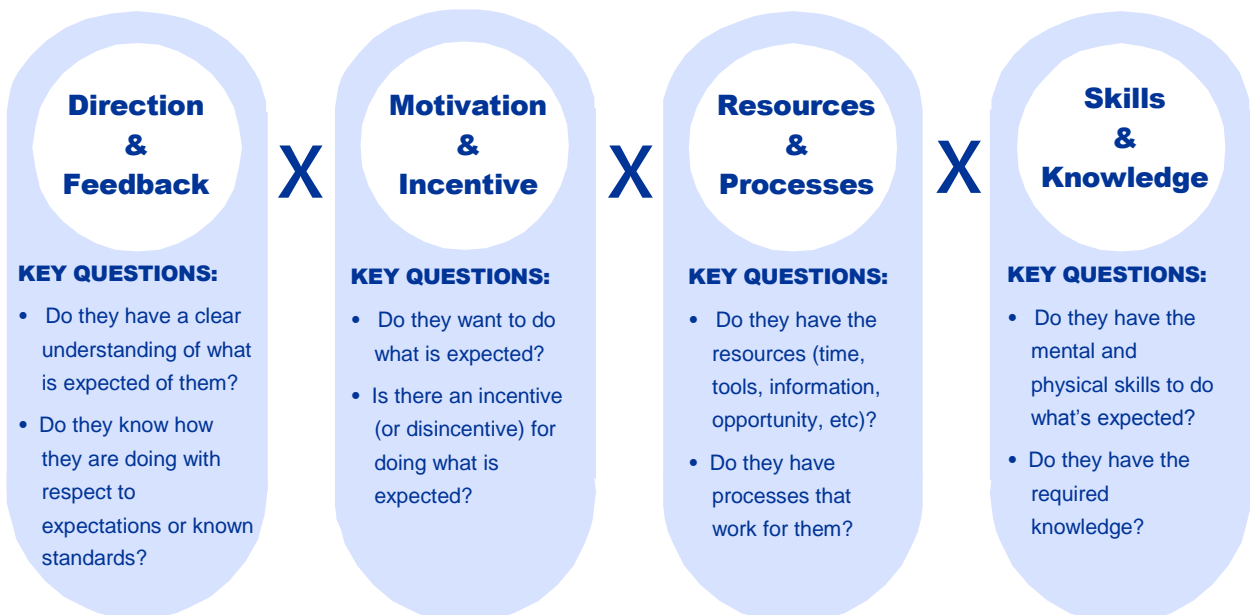
When clients call us, they know what they want. After all, they know their business. They own the problem or goal: raise productivity, improve service, reduce waste, implement the new system, make the new product. They say, "We need training." And we ask, "When can we start?"

## "Let's be sure..."

Now, before we start we say, "Let's be sure training will deliver the results." What clients really want is not training itself but higher productivity, better service, less waste, software expertise. Training will provide skills and knowledge, but will that be enough? Maybe motivation is an issue. Maybe employees aren't fully aware of performance goals and think they're doing fine. Maybe they don't have important information at their fingertips, or have to cope with a cumbersome process. Deficiencies like these can make or break training.

## The performance equation

There are four major factors that shape performance. Any one of them can thwart results. You need enough of all of them to get the performance you need for the results you want.



= Performance

## Working the equation

Luminance conducts **Performance Opportunity Analysis** to ensure all factors are addressed so the desired results can be achieved. We follow a disciplined process to gather, sift, sort and weigh the evidence and the requirements for the four performance factors. In partnership with the client, we agree on a plan that spells out:



**Whom we will interview**  
(which employees, supervisors, managers, customers)



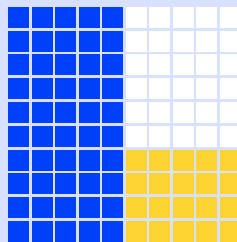
**What questions we will ask**  
(company direction, department goals, problems experiencing, changes coming, stakeholder concerns, etc)



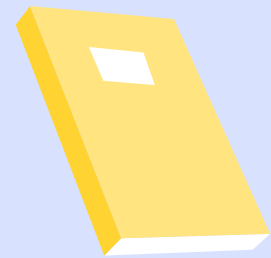
**What documents/systems we will analyze**  
(policies, procedures, references, studies, memos, software, etc)



**What we will observe**  
(processes, interactions, troubleshooting, equipment operation, material handling, etc)



**How we will organize results**  
(executive summary, findings/evidence, implications/impact, options, recommendations)



**How the report will be presented and action plans made**  
(discussions, planning for audiences, inclusion of ROI, decisions on priority, stakeholders, timing, budget)

### Built for success

**Performance Opportunity Analysis** means working the performance equation and making choices. Limited resources may need to be concentrated in one or two areas offering the best return on investment. Solutions may be built in phases and implemented in stages. Client staff can work alongside Luminance consultants to make important contributions and conserve project budget. At the end of the day, it's mission accomplished: bright ideas turned into bottom-line results.