

# MEASURING YOUR PERFORMANCE

1. Has your organization always had certain goals and standards to be met?

What changes have you seen in recent years in the way goals and standards are being set?

In the way performance toward them is being measured?

2. What are some of the reasons for the increased emphasis you are placing on quality and continuous improvement?

3. Some organizations set standards as "minimum expectations that must be met." Examples: "No more than six sick days per year" or "Telephone should be answered by the fourth ring." Other organizations see standards as maximum expectations that require stretching and great effort to attain. Example: "Each salesperson will increase next year's total sales volume (\$) by at least 20% over this year's volume."

How are standards seen within your organization? Give examples.

4. Performance standards occur at many levels of the organization. At the highest level of a profit making organization, the board of directors may set certain minimum expectations of return on investment so as to satisfy stockholders. At the middle level, managers and supervisors set standards regarding the time required and the funding needed to accomplish different projects and procedures.

What standards are being set or could be set by the members of a team or work group? Give examples.

5. When new practices, procedures, or equipment are installed in an organization, it's difficult to set standards regarding employee performance (e.g., on error rate, time required, measures of quality).

How are standards set in your organization as changes in operations are made?

6. Sometimes innovation and experimentation are keys to finding better ways of doing things and thereby improving the performance standards.

Are employees in your organization encouraged to experiment and try out new ideas, or are such actions discouraged or even punished by supervisors? Give examples.

