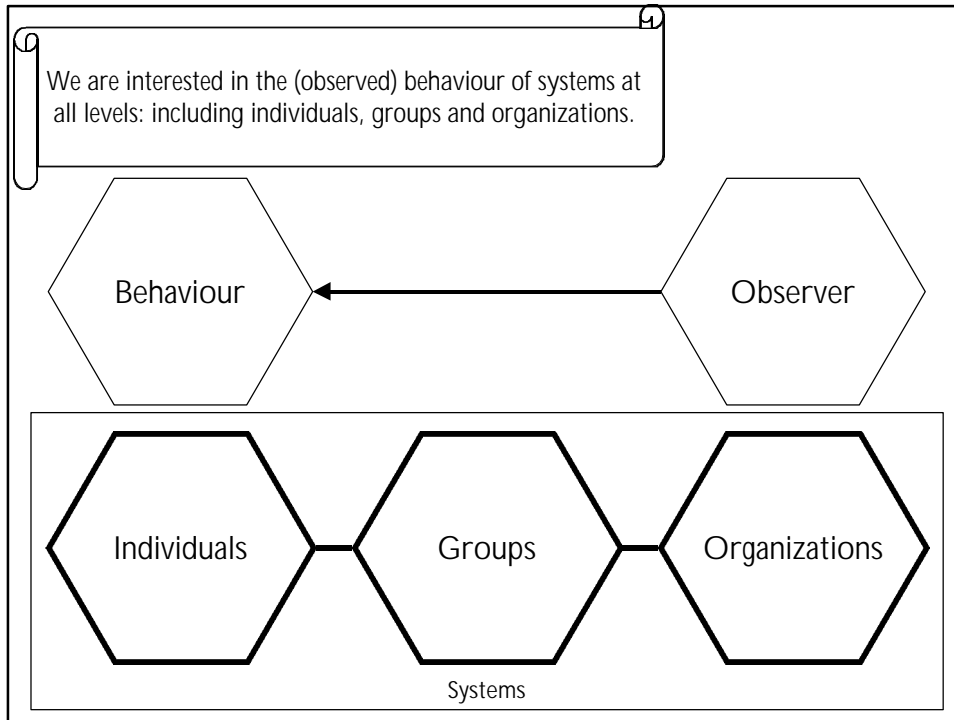


The slide, titled "Core Notions", is presented as a document with a tab on the top left. It contains two columns of bullet points:

- EFF words: Effect, Effectiveness, Efficiency, Effort.
- Hygiene Factors
- Job Satisfaction
- Motivation - Extrinsic and Intrinsic
- Performance
- Productivity

- We tend to measure things that are easy to measure and this affects our notion of performance
- There are huge cultural differences in whether hygiene factors are considered to be the business of organisations
- The psychological contract between individual, team and organisation is rarely explicit



The diagram is contained within a large rectangular frame. At the top left, there is a hexagon containing the text "we recognize Performance". Below this hexagon are two rectangular boxes, each with a folded bottom-right corner. The left box contains the following text:

- How do we respond to a good performance?
 - From a musical group or sports team?
 - From a computer or motor car?
 - From an employee or project team?
 - From a company
- How do we respond to a poor performance?

The right box contains the following text:

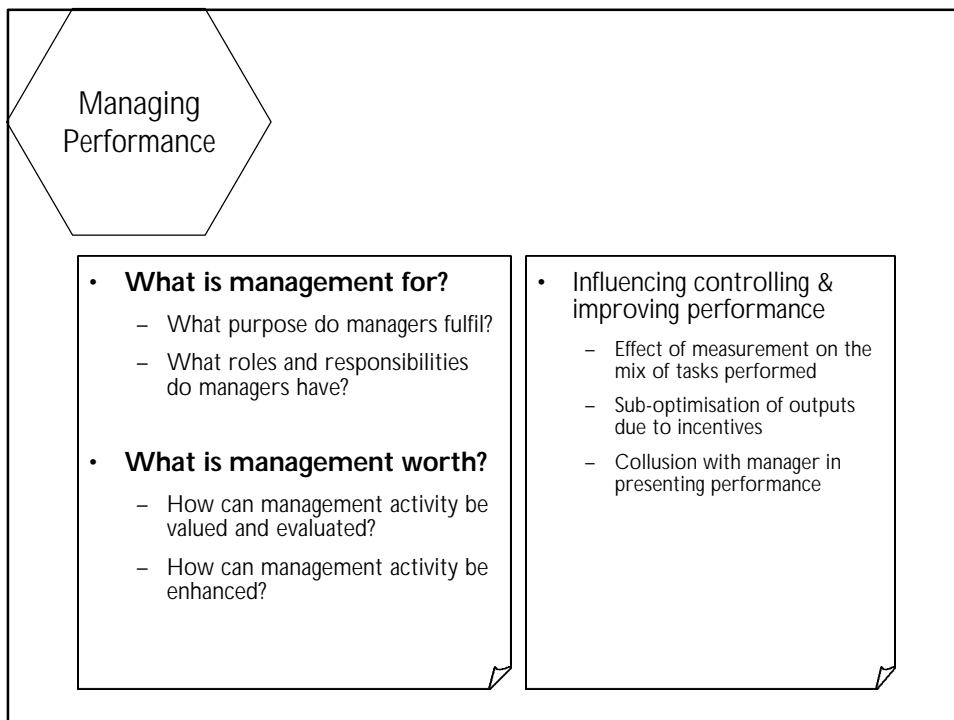
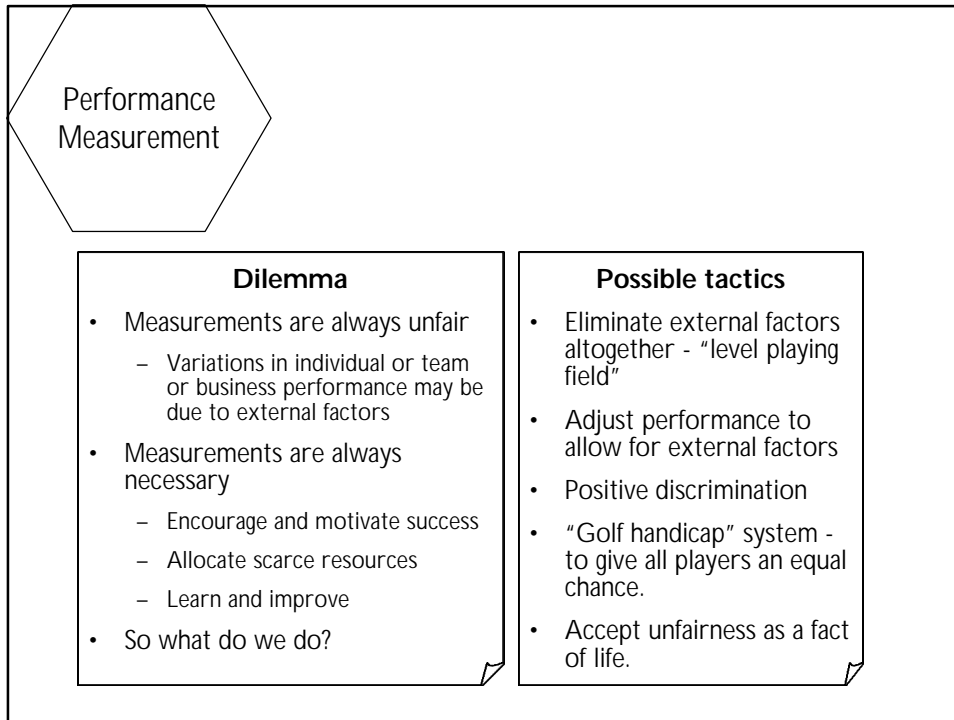
- How do we tell the difference?
 - Objectively
 - Subjectively
- Performance has several dimensions
 - Quality of output
 - Quantity of output
 - Speed, effort, efficiency, productivity, throughput, effectiveness, consistency
 - Competitive success
 - ...

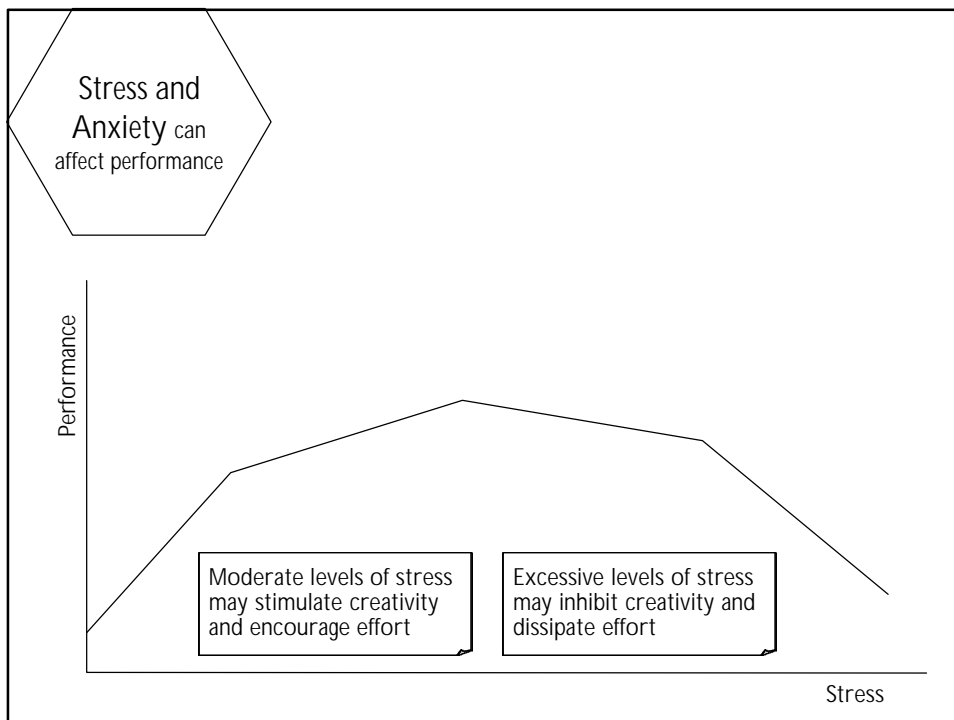
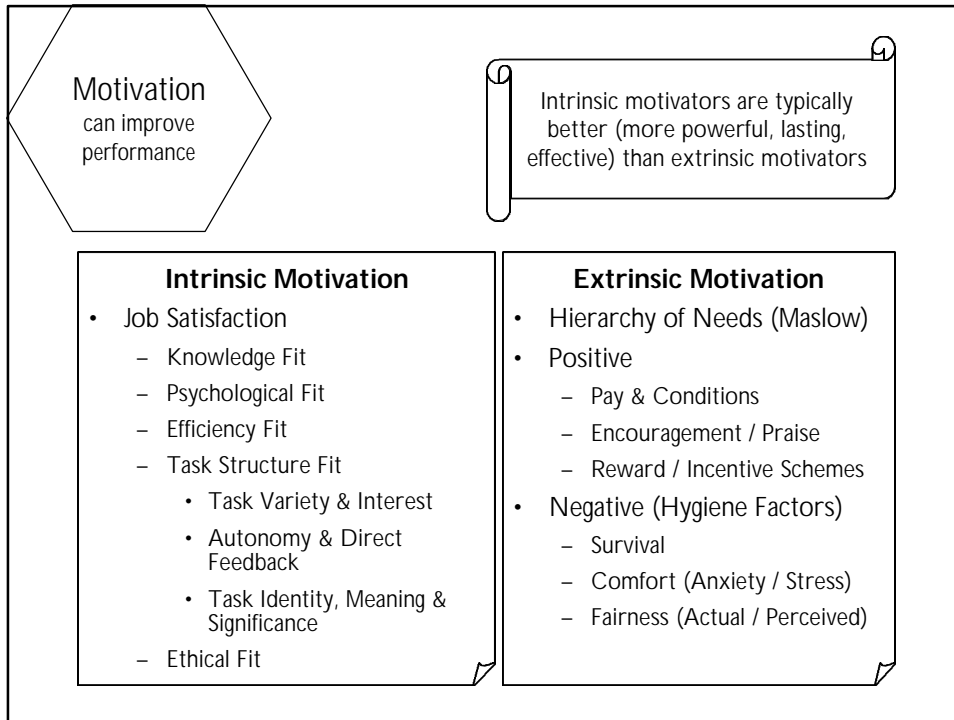
Performance & Risk

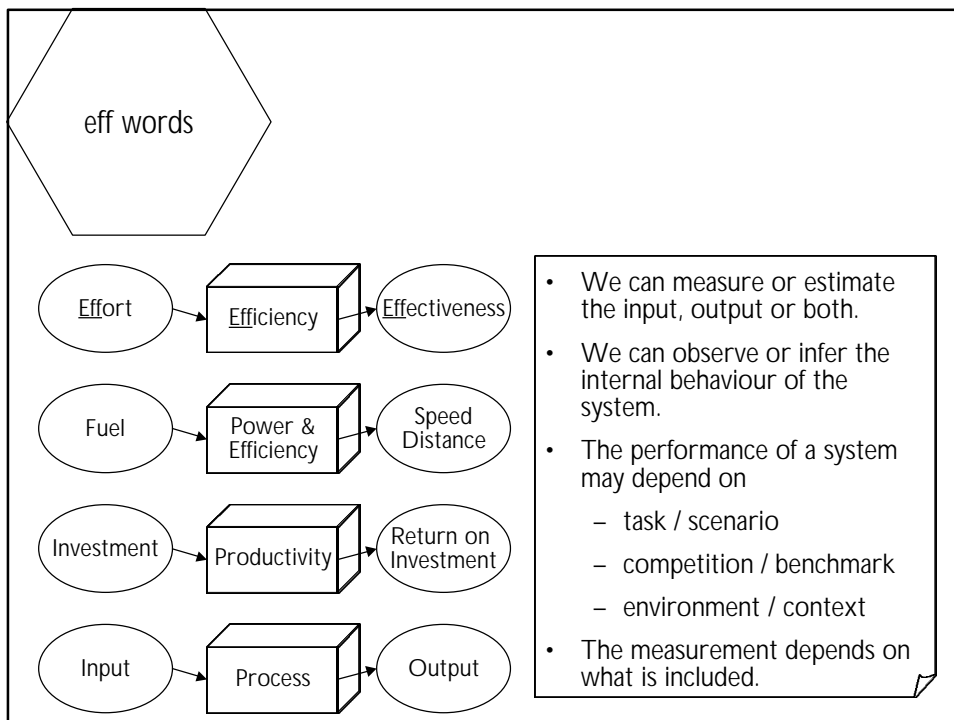
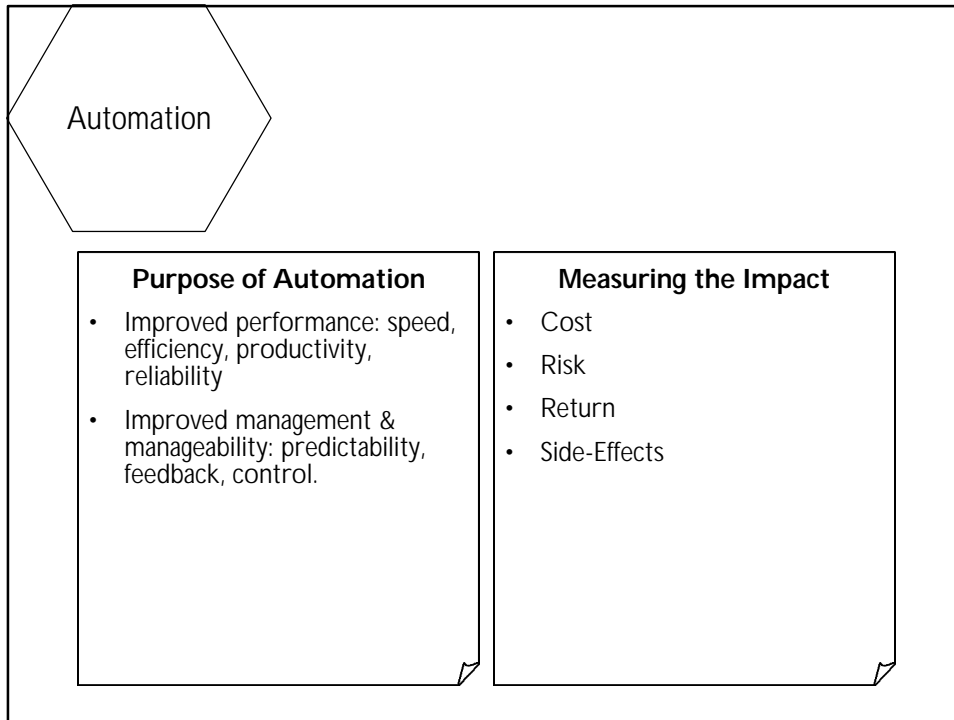
<ul style="list-style-type: none"> • Outstanding performance comes from taking risks, not from playing safe. • Learning and development often demand that you leave your "comfort zone". 	<p style="text-align: center;">Musical Example</p> <ul style="list-style-type: none"> • You don't go to a concert hall to hear a competent, technically perfect performance • You go to hear someone taking the music to new heights of passion and articulation - even if they play a few wrong notes along the way. <p style="text-align: center;">Business Example</p> <ul style="list-style-type: none"> • For class discussion ...
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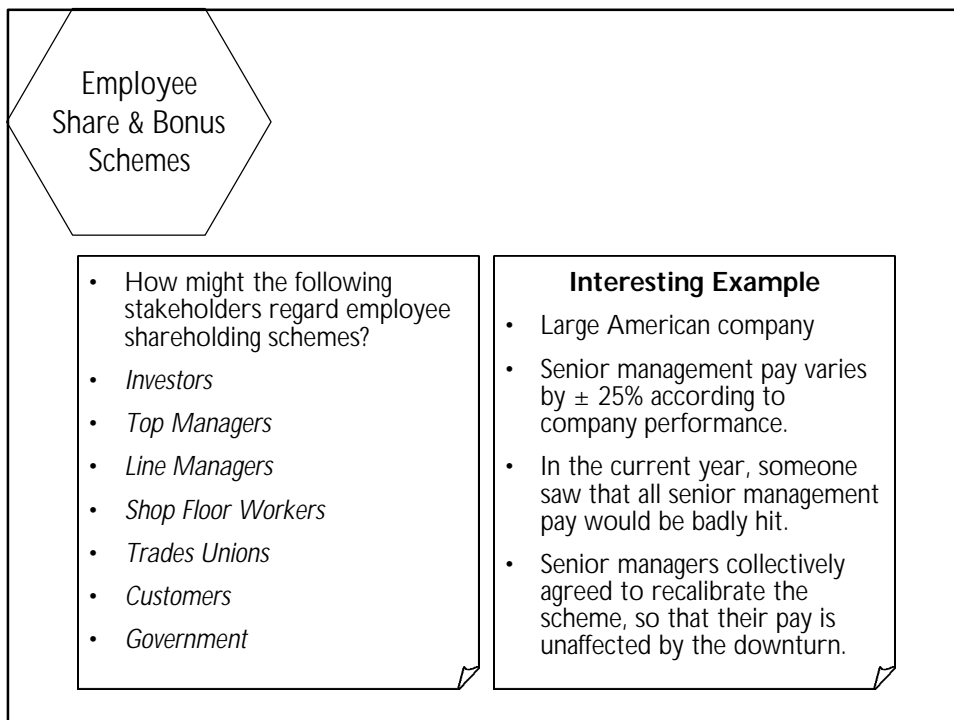
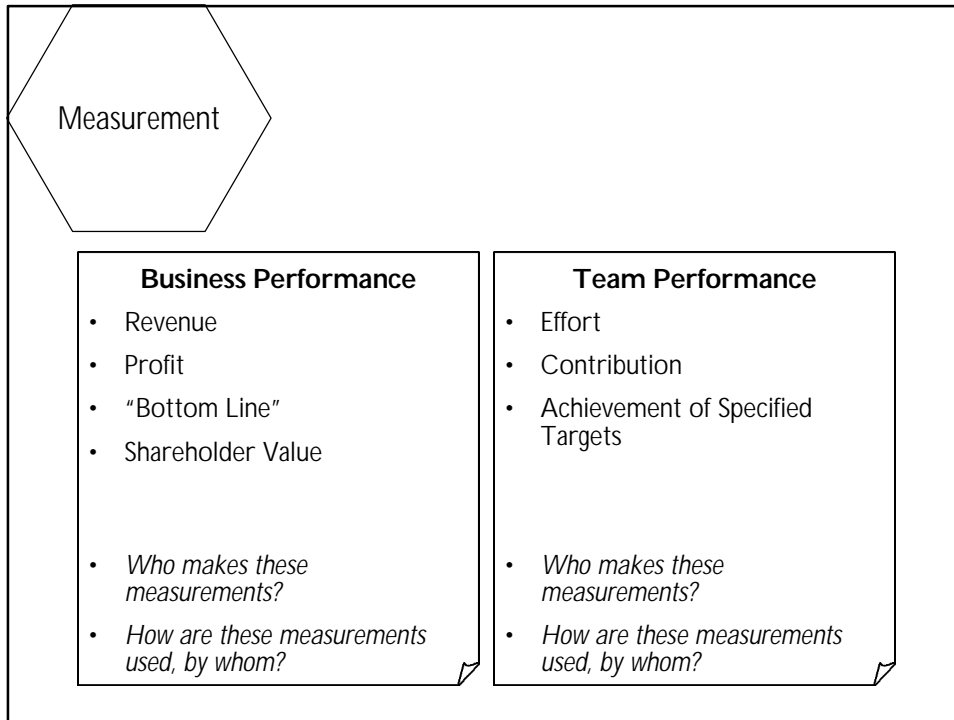
but performance of
 What exactly?

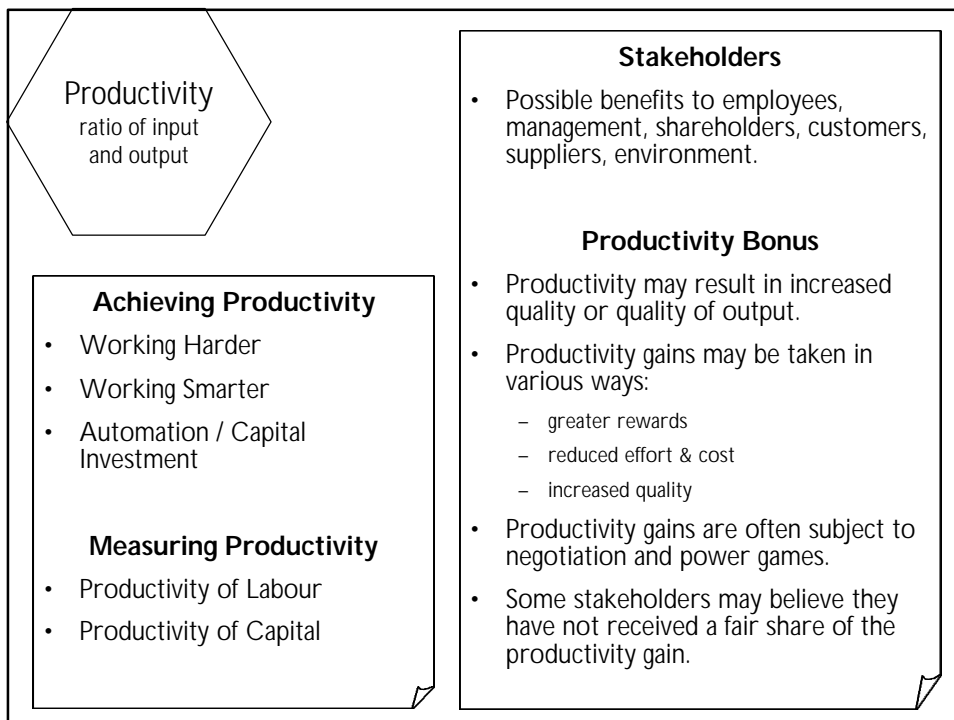
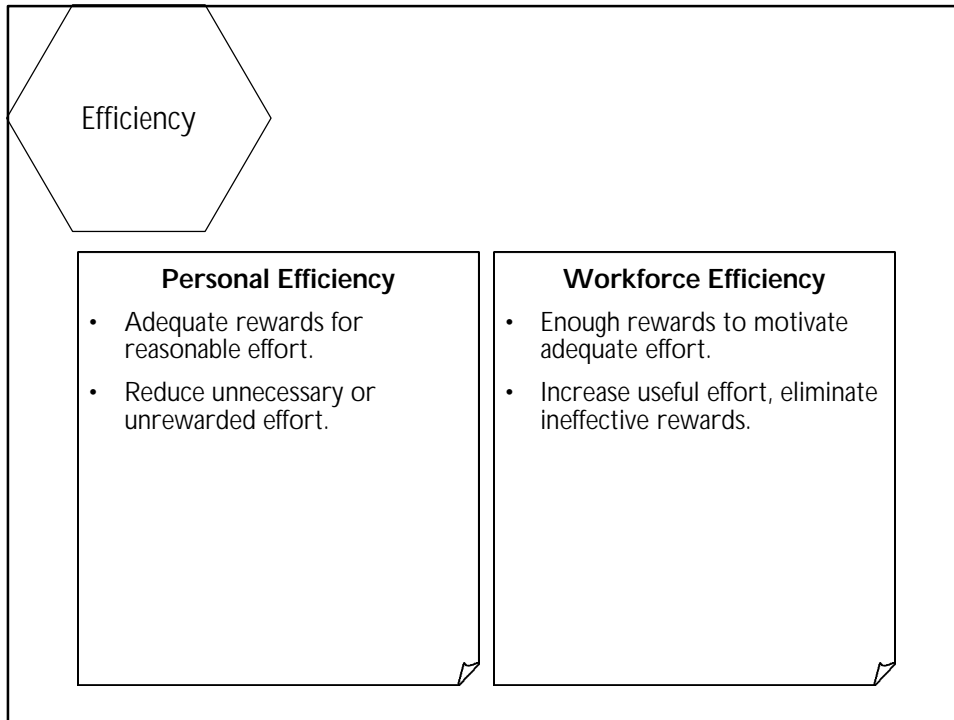
<ul style="list-style-type: none"> • Suppose a child gets good score on school test. • Does this measure: <ul style="list-style-type: none"> - The Ability of the Child? - The Genetic or Cultural Inheritance? - The Socio-Economic Power or Determination of the Parents? - The Skill and Dedication of the Teachers? • It seems we are measuring the performance of a test-passing system. The child is one important component of this system. 	<ul style="list-style-type: none"> • Performance always belongs implicitly to a system. • When a FormulaOne driver wins a race, or when a computer beats a human grandmaster at chess ... • ... this success rightly belongs to the team ... • ... and the driver or computer is merely the member of the team with the fastest reactions
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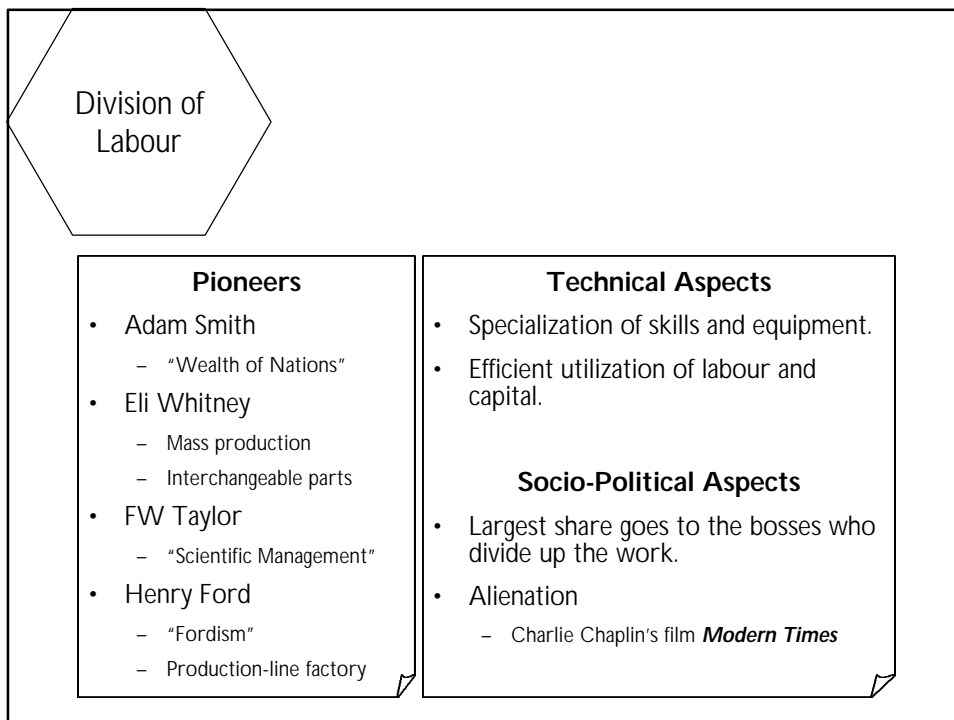
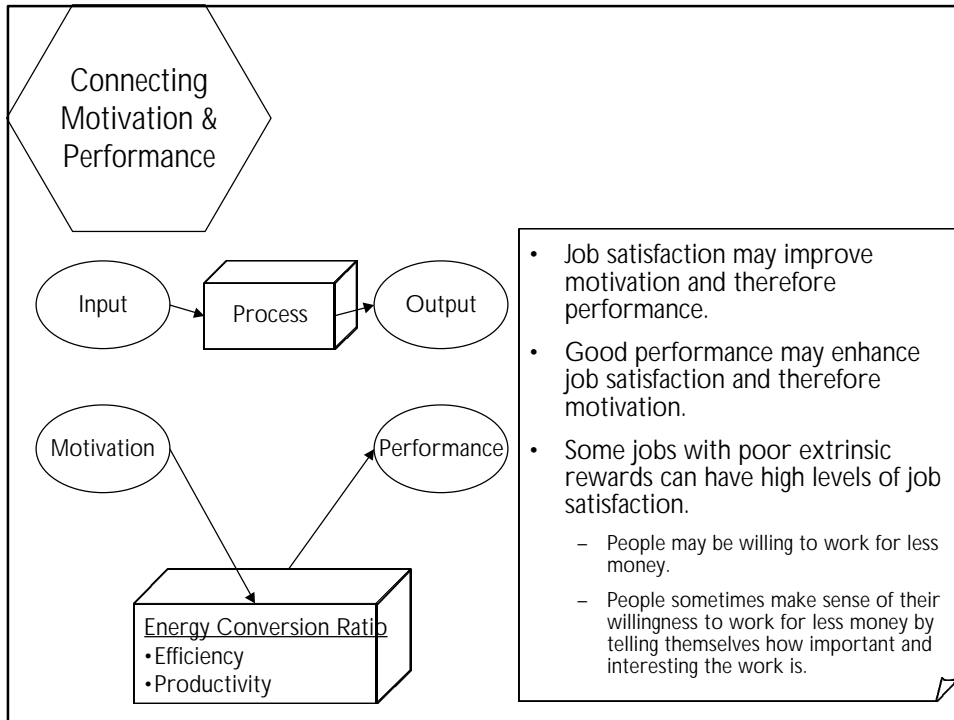


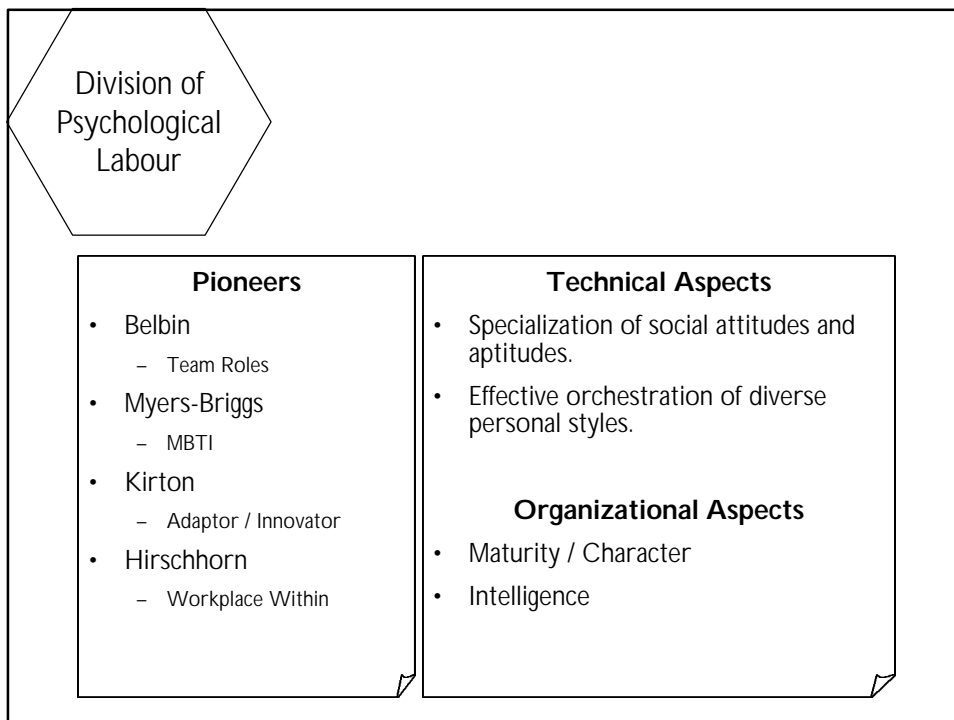
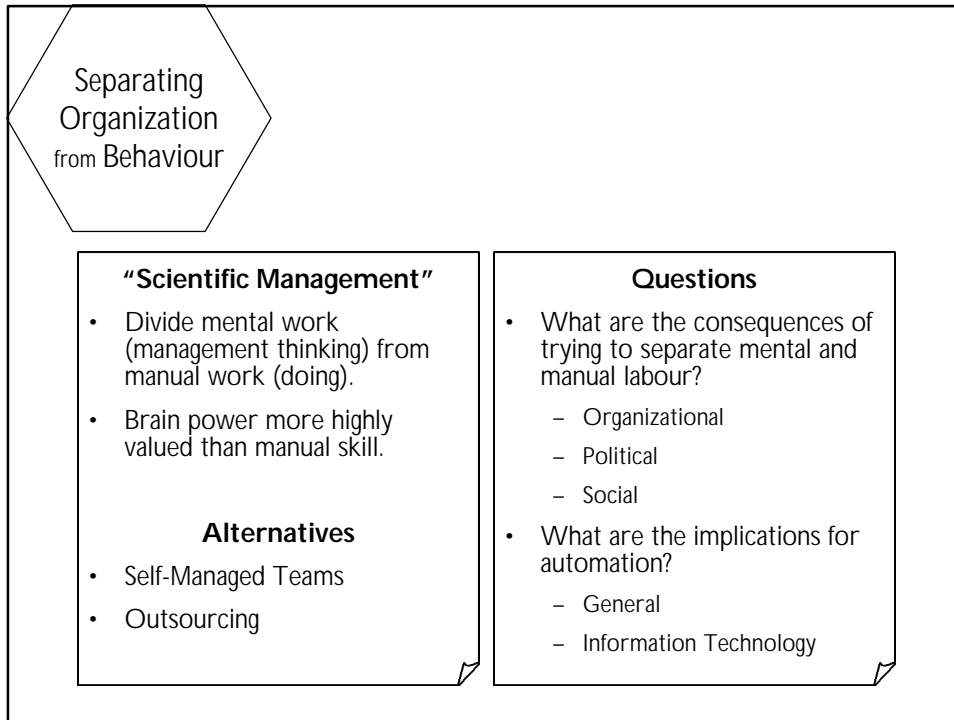


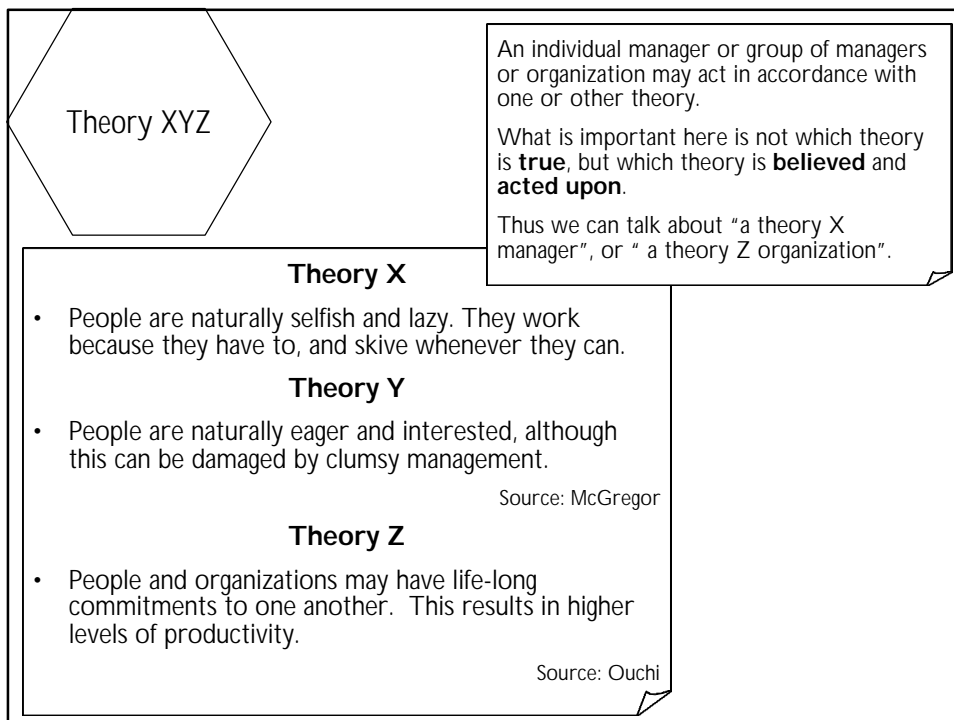
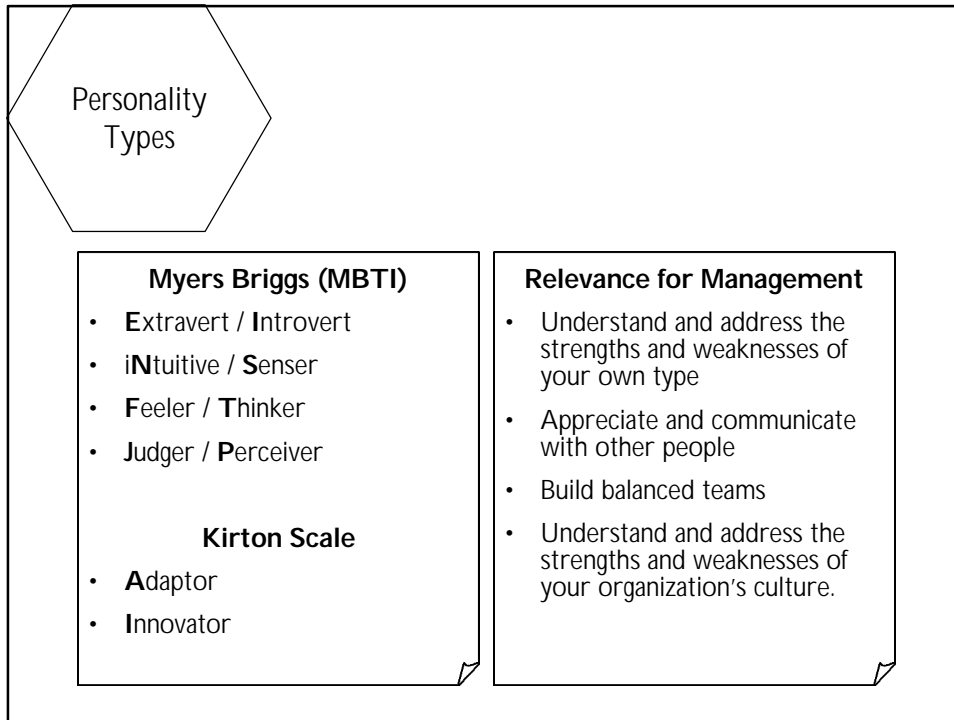


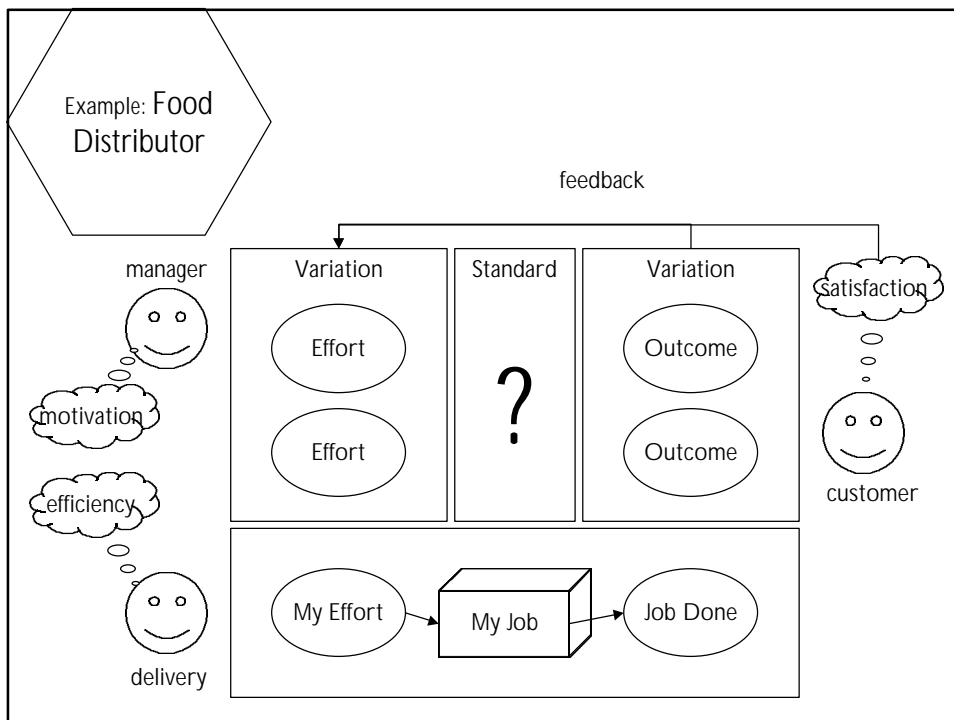
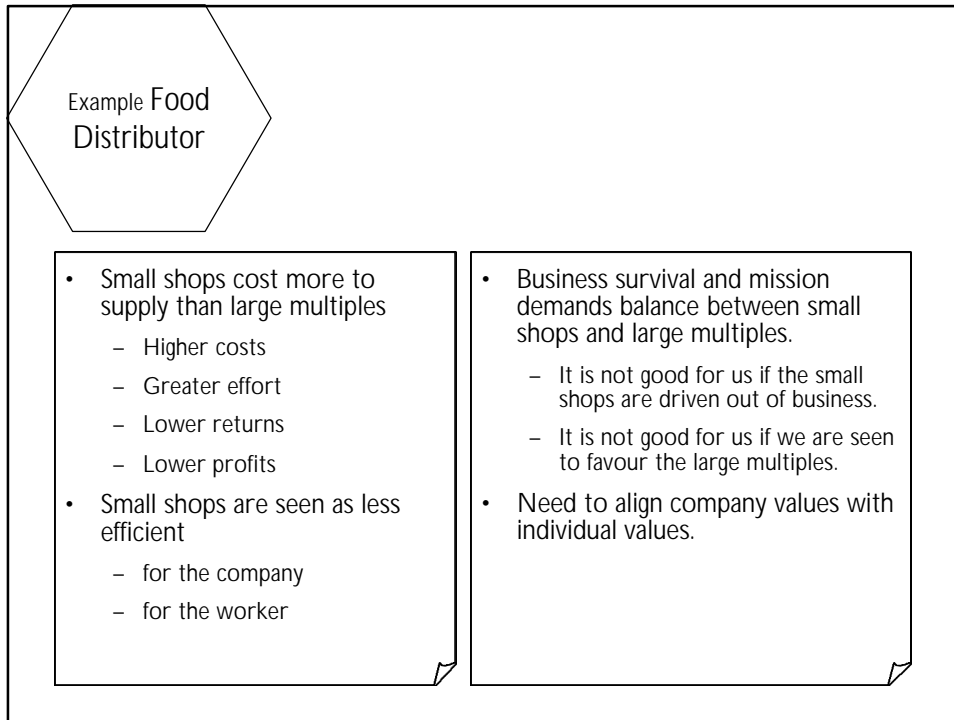












Practical Performance Tips

- High rewards
 - Drive all resources to maximum degree
- Telling
 - Be absolutely clear as to what is expected
- Total commitment
 - Stick to the plan no matter what
- Internal motivation
 - Make use of available resources
- Listening
 - Pay attention to what others perceive
- Constructive doubt
 - Question everything to find a better way

Tiredness

Q Which workers in which organizations may be affected by extreme tiredness?

A Examples:

- Shift workers in factories, call centres, hospitals - e.g. nurses.
- Transport workers - e.g. long-distance lorry drivers.
- Military personnel.

Q How does this tiredness manifest itself?

- Immediate effect on task performance
- Longer-term effect on person

Q Which employers would you expect to be most/least willing to recognize and deal with this problem?

Q How might this willingness be interpreted

- favourably to the organization?
- unfavourably to the organization?

- What kinds of solution might be preferred?

Discussion Questions

- Why do managers care about the motivation of their staff? What can they do about it?
- Who benefits from improved productivity?
- It is said that there is an optimum level of stress above and below which performance falls. Comment on this statement and describe how you would assess this effect in a real organization.
- Some measurements are described as 3M – Mood Modifying Measurements – that only ever affect how we feel about what we do. Are such measurements useful?
- Can you identify any cultural features of the United States that may have helped the development of Fordism? To what extent do you think Fordism may work differently in other cultures?

Reading

Required	Suggested
<ul style="list-style-type: none">• Handy Chapters 2 & 3.	<ul style="list-style-type: none">• Belbin• Larry Hirschhorn, The workplace within