

Performance Obstacles Frequency Tally Worksheet and Suggested Manager Actions

This first chart indicates the rank order (based on frequency of citation on the survey – refer to blank survey at end of this document) of the performance obstacles that participants in Influencer Series 13 (Fall 2016) anticipate facing back on the job.

Rank	Performance Obstacle
#1	If I did NOT use what we learned in this course, no one would notice or care.
#2	If I tried the things this course taught us, my co-workers would pressure me to stop.
#2	The things we learned in this course are not part of my job accountabilities.
#2	I don't see or speak with my supervisor often enough to get any feedback or support.
#2	There are no incentives to do things the way we learned. If I really did what this course taught, it would not benefit me personally.
#3	I am prohibited from doing what was taught in this course.
#3	Our work culture does not support or expect doing what we learned.
#3	I would need a lot of (some) coaching to help me succeed at this.
#3	If I DID use what we learned in this course, no one would notice or care.

Below you will find the survey items associated with each performance obstacle (and the frequency with which the participants cited them), a description of each performance obstacle category, and suggested actions that you, as a manager, can take to help minimize or remove the obstacle.

Frequency	Survey Item	Performance Obstacle Category	Manager Actions
9	<p>3. I am prohibited from doing what was taught in this course.</p> <p>4. If I tried the things this course taught us, my co-workers would pressure me to stop.</p> <p>6. Our work culture does not support or expect doing what we learned.</p> <p>11. If I DID use what we learned in this course, no one would notice or care.</p> <p>12. If I did NOT use what we learned in this course, no one would notice or care.</p>	The culture and peer pressure in our organization are not aligned with what the training was about?	<ul style="list-style-type: none"> ▪ Explore the perceptions of the culture and peer pressures that the employee is feeling ▪ Consider a re-assignment to another work group or team ▪ Resolve to address the issue with the employee's co-workers ▪ Discuss and seek to identify the specific sources of disincentive, and work to clarify what you need and expect ▪ Resolve to take action to change the workplace culture ▪ Find out what you and other managers may be saying or doing that is creating a non-supportive culture ▪ Raise issues that need to be addressed with senior leadership where serious disconnects exist

Frequency	Survey Item	Performance Obstacle Category	Manager Actions
4	<p>8. I don't see or speak with my supervisor often enough to get any feedback or support.</p> <p>15. If I DID use what we learned, there would be no way to tell if it was making a difference.</p> <p>18. There are no incentives to do things the way we learned. If I really did what this course taught, it would not benefit me personally.</p>	Lack of measures and incentives to apply and support the things the training taught?	<ul style="list-style-type: none"> ▪ Determine if there is a real lack of measurement feedback available, or if the employee misperceives or misunderstands the current measures and incentives ▪ Find out through discussion what this employee perceives as the disincentives or reasons for not performing ▪ Adjust and modify incentives and rewards as possible ▪ Set a clear goal and tie a reward or incentive to it ▪ Agree to provide feedback on some specific behaviors and actions that the employee agrees to try ▪ Consider making a case to senior management to change incentives that are out of alignment or to create more effective measurement and feedback systems
2	<p>5. The things we learned in this course are not part of my job accountabilities.</p> <p>19. I don't think doing the things we learned would really work or that they are necessarily the right things to do.</p>	Job responsibilities and accountabilities are not aligned with what the training taught?	<ul style="list-style-type: none"> ▪ Find out if the perception is real or not; if the employee misunderstands job accountabilities, take the time to straighten this out now ▪ If the training taught something that is not part of the employee's job, find out why this was not surfaced in the Impact Mapping dialog ▪ If no Impact Map dialog was held, find out if the employee went to the correct training, or check with the Learning Department to find out if there's a disconnect between what you and your employee expected and what the training actually addressed
1	<p>7. I would need a lot of coaching to help me succeed at this.</p> <p>9. I do not think I learned enough in this course to be able to use it effectively or with confidence.</p> <p>10. I have personal limitations (e.g., physical) that would prevent me from doing what was taught.</p>	The employee lacks the confidence or ability to perform in the ways that the training taught?	<ul style="list-style-type: none"> ▪ Discuss and identify the specific issues and concerns that make this employee lack confidence ▪ Determine if there is really a skill or knowledge deficit, or if there is a lack of motivation, direction, or other underlying causes for a lack of confidence ▪ Arrange further training if there is a true skill or knowledge deficit ▪ Promise and provide more coaching and support ▪ Arrange a temporary process for staying in touch more closely with this employee ▪ Serve as a mentor or arrange for this employee to work with another more experienced person

Responses to Item 20, Other (describe):

I want to try these but unsure if I have the time right now. Also unsure if it will be successful, But I'm willing to try.

A university-wide structure would make it difficult to make one beneficial change.

I have time, but I don't think I have enough consecutive time to see it through to completion.

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Survey of Potential Obstacles to On-The-Job Application of Learning

Circle each item that you think might keep you from using your new learning effectively.

1. I have too many critical priorities right now to have time to apply what I just learned.
2. I don't see ever having the right opportunity to apply what I learned in this course.
3. I am prohibited from doing what was taught in this course.
4. If I tried the things this course taught us, my co-workers would pressure me to stop.
5. The things we learned in this course are not part of my job accountabilities.
6. Our work culture does not support or expect doing what we learned.
7. I would need a lot of coaching to help me succeed at this.
8. I don't see or speak with my supervisor often enough to get any feedback or support.
9. I do not think I learned enough in this course to be able to use it effectively or with confidence.
10. I have personal limitations (e.g., physical) that would prevent me from doing what was taught.
11. If I DID use what we learned in this course, no one would notice or care.
12. If I did NOT use what we learned in this course, no one would notice or care.
13. My personal belief system would not allow me to do what was taught in this course.
14. I know and already use better ways to do the things this course taught us.
15. If I DID use what we learned, there would be no way to tell if it was making a difference.
16. Using what we learned in this course would require information and data resources that we do not have.
17. Using what we learned in this course would require tools or equipment resources that we do not have.
18. There are no incentives to do things the way we learned. If I really did what this course taught, it would not benefit me personally.
19. I don't think doing the things we learned would really work or that they are necessarily the right things to do.
20. Other (describe):