TAILWIND

Performance report



EXECUTIVE SUMMARY

Meridian Works / Example mixed

Combined causes

The answers suggest several contributing factors: Management or environment, Skill or knowledge. Their relative importance is unresolved.

Possible causes supported by the answers

The performance standard is missing or only partly understood.
Workplace consequences may contribute: Desired performance is penalised.
The respondent reports a specific skill gap. Has done it before but rarely uses it.

What remains uncertain

Further investigation is needed before confirming the remaining factors.

Suggested management actions

Agree an observable standard and ask the team to demonstrate its meaning.
Compare what receives recognition with the required standard. Trial one change and measure the effect.
Arrange practice of the specific skill and observe the next attempt.

Manager's decision

Example choice: verify the possible cause with the team before committing resources.

Diagnostic record

Meridian Works / Example mixed

Reported evidence and route

Performance gap	Fictional dispatch team at Meridian Works. Expected: At least 98 of every 100 orders pass the first quality check. Observed: In the last sample, 91 of 100 orders passed the first check. Evidence: The fictional dispatch log records nine rework orders in a sample of 100.
Impact	Significant impact
Expectations	Only partly understood
Working conditions	Tools, time and support are adequate
Consequences	Desired performance is penalised
Skill and knowledge	Has demonstrated part of the skill
Remaining obstacles	Several possible factors need investigation
Past practice	Has done it before but rarely uses it
Manager's observation or concern	The fictional team has mixed experience, a speed incentive and conflicting instructions.

Proposed improvement plan

30 days

Check the proposed cause and record a baseline against the stated standard.

60 days

Compare results after the agreed trial. Record its effort, cost and effect.

90 days

Compare the same measure with baseline. Keep, change or stop the intervention based on the evidence.

Performance indicator

Reported standard: At least 98 of every 100 orders pass the first quality check. Starting observation: In the last sample, 91 of 100 orders passed the first check. Compare the same measure and the cost of the trial at each review.

Conclusion

Combined causes. Review the proposed findings with the people who do the work.