

EXCELLENCE-in-a-BOX

A Proven Approach to Advance Performance

DEFINITION OF A PERFORMANCE CHALLENGE:

A performance challenge...

- Identifies one or more opportunities or obstacles (“challenges”) an organization could consider devoting energy and resources to, in order to improve and/or achieve outcomes around a critical strategic or operational goal.
- Focuses that energy and effort on a domain of performance that matters to your organization’s future.
- Moves the needle.

A PERFORMANCE CHALLENGE IS:

- Performance-driven
- Challenge-centric
- Outcome-focused

CRITERIA FOR A PERFORMANCE CHALLENGE:

1. One of the top 2-3 “challenges” important to the organization or program.
2. Requires a leader’s perspective and time. (Anywhere from as little as 6 months for a “breakthrough” challenge, to 12 months or more for a traditional performance challenge.)
3. Involves others...you can’t do this alone.
4. Demands change to accomplish, because it’s not business as usual.
5. You and others responsible for implementing the challenge hold yourselves accountable for the outcomes by “going public” with key stakeholders—meaning this is important enough that you’re at risk for not achieving the outcomes, or making substantive progress against your challenge.

6. It's a ripe issue, and it makes perfect sense for your organization or program to be devoting energy to it *now*.

WORKSHEET

PERFORMANCE CHALLENGE:

PERFORMANCE GOALS:

Which 2-3 goals must be achieved for you to implement the challenge stated above?

- 1.
- 2.
- 3.

PERFORMANCE OBJECTIVES:

What 2-3 objectives must be achieved for you to accomplish the performance goals listed above? Note: Tie each objective to a specific performance goal.

Ex: 1A, 1B, 1C, etc.

1A.

1B.

1C.

2A.

2B.

2C.

3A.

3B.

3C.

Discussion Questions:

- Does your performance challenge meet the criteria?
- On a scale of 1-5, with 5 being extremely important, just how critical is this challenge to you, personally? To your organization?
- What is new, or adaptive in how people will have to perform than the way performance is currently delivered?
- Who needs to be engaged and committed in implementing this challenge?
- Who benefits, and how, if performance improvements resulting from the challenge are implemented?
- Who do you need to “go public” with?
- How much time, energy and organizational resources does this currently consume? How much do you believe it should consume?
- How much time do you see yourself committing to this work over the first 90 days? Beyond that time period?
- What resistance would you face in implementing this challenge? From whom?
- Who would be champions and advocates?