

Part I: Performance Analysis Tool Set (Tool 2b)

Execution Gap Analysis Example		
Step One:	Identify a specific job, duty, or task that the client has asked you to address with your training.	Duty: <i>Provide coaching and feedback to team</i>
Step Two: List the Skills/Behaviors Desired (Performance Requirements)		Step Three: List the Skills/Behaviors Present in Current Performers
A. Actively solicits feedback on work performance and skill development needs.		A. Actively solicits feedback on work performance and skill development needs.
B. Provides specific, behavioral feedback on both positive and negative performance.	X	
C. Helps others to recognize and leverage the job opportunities for development.		C. Helps others to recognize and leverage the job opportunities for development.
D. Demonstrates the fundamentals of effective coaching skills.		D. Demonstrates the fundamentals of effective coaching skills.
E. Adapts coaching style to meet the unique needs of the individual or situation.	X	
F. Develops the coaching skills of others, ensuring developmental capability throughout the organization.		F. Develops the coaching skills of others, ensuring developmental capability throughout the organization.
G. Provides candid and accurate feedback to others on their potential to achieve career objectives.		G. Provides candid and accurate feedback to others on their potential to achieve career objectives.
H. Fulfills the role of mentor as appropriate to develop and retain key talent.	X	
I. Seeks substantial and uniquely tailored development opportunities for people with the potential to lead at the highest levels.		I. Seeks substantial and uniquely tailored development opportunities for people with the potential to lead at the highest levels.
Step Four	<p>Eliminate the duplicate skills or behaviors from the first list in Step Two (desired performance) that are present in the performers on the second list in Step Three. The remaining skills make up the performance gap.</p> <p><i>Step Four is simulated by the shaded cells. The X in the middle column of rows B, E, and H indicates the remaining performance gaps. These are the areas we focus on for the remaining parts of our analysis, such as identifying the root cause and recommending the appropriate solution.</i></p>	