

A NEW ECONOMY: HUMAN PERFORMANCE IMPROVEMENT (HPI) FOR MAXIMIZE ORGANIZATIONAL RESULTS

Author Name- Dr Kotgire Manisha Arvind
M.Com. B. Ed. Ph. D.MBA
Head & Associate Prof. Dept. Of Commerce
Kohinoor Arts, Commerce & Science College
Khultabad.Dist. Aurangabad. (M.S)
Email ID- mkotgire@yahoo.com
Mob. No. 9890576758

Abstract

The purpose of this paper is to focus on the idea that the world is developing a single economy and culture as a result of improved technology and communications and the influence of very large multinational companies in that things today's Organizations need to achieve positive results in a decided time . Human Performance Improvement can be used it help build in intellectual capital, establish and maintain a high performance workplace, enhance profitability, and encourage productivity. The HPI Practitioners role can be categorized into that of an analyst, an intervention specialist, a change manger, and evaluator. Since the HPI model stands on the role, competencies, and work output of the analyst, the work of the analyst is considered to be mist critical.

Key Features- Tools and techniques fundamental to the practice of HPI.

- **Objects**

- 1) Study how to use HPI tool for organizational Development.
- 2) To Understand Performance Analysis.
- 3) To study the reason of problem.

- **Data & Methodology**

The study is primarily based on primary data. The secondary data was collected from various magazines of corporate outlets, news paper . Internet. The primary data is collected from various company through simple random sampling in different leading.

- **Scope**

Human performance in a very broad sense. Essentially, the entire set of management processes in a nuclear organization involves the active participation of people. Therefore, all the processes include human performance elements. Also, people perform their work within a nested set of “communities” and their performance is effected in these various subgroups of the larger organization. For example, the individual, the supervisor, the work team, the organization and the broader community all impact on people’s patterns of thinking and behaviour — their culture. Consequently, changes in human performance have to be recognized as taking place within a wide range of contexts. This paper considers human performance at all levels of the organization. studies are provided that address human performance at the working level and other levels up to and including corporate management.

DEFINITION

The systematic process of discovering and analyzing important human performance gaps, planning for future improvements in human performance, designing and developing cost-effective and ethically justifiable interventions to close performance gaps, implementing the interventions, and evaluating the financial and non-financial results.

- **Introduction**

If ever there was a need for fresh eyes and an enhanced set of models and practices for organizations and their current and possible impact on economic well-being (large or small), now is the time. Today's dynamic organizations must achieve positive results in record time a challenge that requires managers to avoid problems before they arise and to solve these issues quickly. Human performance Improvement(HPI) is powerful tool that can be used to help build intellectual capital, establish and maintain a "high performance workplace, enhance profitability and encourage productivity" as well as increase on equity and improved safety although the ultimate focus of HPI is on performance and accomplishments, behaviour contributes to the performance as they can positively or adversely affect the performance.

- **Review of Literature**

There are a number of factors, which affect performance. The authors Rummler and Brache have pointed out six variables that affects the jib performance namely barriers, performance expectations, consequences ,feedback ,knowledge/skill, and individual capacity

The field of HPT, also referred to as Performance Improvement, emerged from the fields of EDUCATIONAL TECHNOLOGY and INSTRUCTIONAL TECHNOLOGY in the 1950s and 1960s. In the post war period, application of the Instructional Systems Design (ISD) model was not consistently returning the desired improvements to organizational performance. This led the emergence of HPT as a separate field from ISD in the late 1960s to early 1970s when the National Society for Programmed Instruction was renamed the National Society for Performance and Instruction (NSPI) and then again to the International Society for Performance Improvement (ISPI) in 1995. (Chyung, 2008) HPT evolved as a systemic and systematic approach to address complex types of performance issues and to assist in the proper diagnosis and implementation of solutions to close performance gaps among individuals.HPT professionals work in many different performance settings such as corporate, educational institutions, and the military (Bolin, 2007).

Thoomas Gilberts Behavior Engineering Model includes the following , which affects the performance namely:

- a. Data and information
- b. Resources, tools, and environmental supports
- c. Consequences ,incentives and rewards
- d. Skill and knowledge
- e. Individual capacity
- f. Motives.

The roles of the HPI practitioner can be categorized into that of an analyst, an intervention specialist, a change manager, and an evaluator. The process which these roles go through may be termed as performance analysis, cause analysis, intervention, implementation, change management, and evaluation and measurement. The first and most improved of human performance gaps of identify areas in which human performance can be improved. Diagnosis of a problem is done at this stage, on the basis of which the rest of the steps will follow. The core competencies associated with HPI work are 12 in number and these are again divided into six competencies each. These core competencies consist of:

- 1 Industry awareness
- 2 Leadership skills
- 3 Interpersonal relationship skills
- 4 Technological awareness and understanding
- 5 Problem –solving skills
- 6 Systems thinking and understanding
- 7 Business Understanding
- 8 Consulting skills
- 9 Project management skills
- 10 performance understanding
- 11 knowledge of interventions
- 12 Ability to see the “Big picture”

The importance of analysis has been stated and rested by many since, during the analysis phase the problem is defined, it is considered the most important phase.

- **The analyst performs two roles-**
 - 1) Performance analysis
 - 2) Cause analysis
- **Performance analysis** - Performance analysis is the process of identifying the organizations performance requirements and comparing them to its objectives and capabilities

Following models and tools provide systematic methods for examining human performance problems

Nine performance variables

The three levels of performance	The three Goals	Performance Design	Needs Management
Organization levels	Organization goals	Organization design	Organization Management
	Has the Organizations strategy been articulated? Does this strategy make sense in terms of	Are all relevant functions in place? Are all functions necessary? Is the current flow of	Have appropriate function goals been set? Is relevant performance measured? Are

	external threats etc.? Have the required outputs and level of performance expected been determined and communicated?	inputs and outputs between functions appropriate? Does the organization structure support the strategy?	resources appropriately allocated? Are the interfaces between functions being managed?
Process Level	Process Goals Are goals for key process linked to customer/ org. Requirements?	Process Design Is this the most efficient/effective process for accomplishing the process goals?	Process Management Have appropriate process sub-goals been set? Is process performance managed?
Job/Performance Level	Job/Performance Goals Are job outputs and standards linked to process requirements?	Job Design Are process requirements reflected in the appropriate jobs? Are job steps in a logical sequence? Have supportive policies and procedures been developed? Is the job environment ergonomically sound?	Job/Performer Management Do the performers understand the job goals? Do the performers have sufficient resources, clear signals and a logical job design? Are the Performers rewired for achieving the job goals? Do the performers have the necessary knowledge/skill to achieve the job goals?

Source: Rummler, G A & Brache, A.P. Improving Performance

The Rummler, G A & Brache Models shows the three performance levels i.e. the organizational, process and individual levels on one axis whereas on the other axis the model shows the three performance needs i.e. goals, ,design, and management. This model illustrates the relationship between the

three performance levels and needs. If there is consistency among the three levels it is easier for the organization to achieve its objective.

2) Cause analysis- Cause analysis is the process of determining the root cause of past, present, or future performance gaps. It involves examining the discrepancies identified through performance analysis and determining their causes.

determining the root cause of performance problems is very important because very often the symptoms or visible manifestations are taken to be the root cause. These symptoms are called the presenting problems. They are the consequences of results of another cause, but not the cause itself. The cause is the underlying reason for any problem. There are a number of tools to help the analyst uncover the root cause of the problem. There are a number of tools to help the analyst uncover the root cause of problem. Some of them are brainstorming, cause and- effect analysis, five-why technique, system modelling, high level flowcharting, detailed flowcharting, etc.

- **Conclusions**

As an approach, human performance improvement (HPI) enables the change agent or manager to view their organization. They can systemically and systematically understand it in terms of what's needed to accelerate learning and support adaptive, high performance in a sustainable manner. Current gaps and their potential solutions can be identified, prioritized, and implemented against strategic needs and resources. There is an increased probability that alignment can be enhanced, performance barriers removed or mitigated, engagement and trust increased, and both efficiency and effectiveness concerns addressed. An intervention-neutral stance, informed by analysis of the data. Increases the chance that wise choices of solutions can be made. The examples provided, Knowledge Management Systems and coaching, are part of the toolkit available to positively impact learning, performance, and business results. Each organization will have many opportunities to identify solutions that can work together synergistically, multiplying the intended beneficial consequences. The role of the analyst is the most critical factor in the entire process of HPI the output of this role is the basis of all the decision taken for the performance Improvements efforts.

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