Continuous performance improvement – Identifying gaps

Feedback analysis is a technique used to review all of the information you have, in order to help the team to identify the things that are preventing them from achieving their goals and objectives. Feedback analysis should focus on the main causes of any identified gaps between expected and the actual performance.

Encourage your team to openly discuss what they believe were the main reasons why they did not reach their goals or expected level of performance. The analysis must NOT focus on blame or be a witch-hunt.

Alternatively, if the performance has exceeded the team's expectation and goals be sure to congratulate them on their performance, and encourage them to be more aggressive and ambitious when setting team goals in the future.

Feedback analysis

The objectives of the feedback analysis process are to:

- Identify the gap between where we want to be and where we currently are.
- Identify and understand the causes that contribute to the identified gaps.
- Identify and separate what can be controlled by the team and what can't.
- Prioritise which causes will be addressed by our action plan.

Methodology
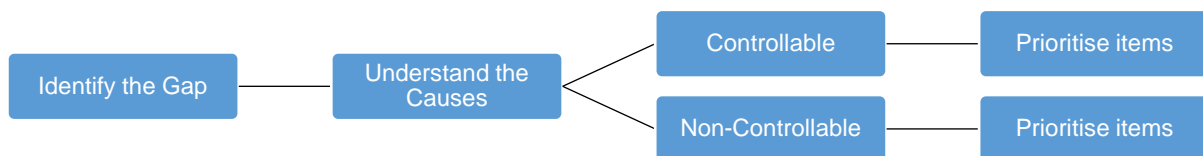
Step 1: Identify the gap
Compare the results against any pre-stated expectations and/or any previously set goals. There are two likely scenarios: either the results will be above the expected goals or less than the expected performance/goals. In either case, a gap exists and action needs to be taken.

Step 2: Understand the causes
Encourage team members to offer suggestions on what they believe have influenced the results from the feedback. The identification of the real causes of the gaps in performance is crucial for the development of possible actions plans. You should record the possible causes on the whiteboard as they are being discussed.

Step 3: Separate controllable and non-controllable items
Explain to the team that there are some causes that the team can influence through action, and others that might be out of their control. Controllable – those causes that the team an influence/control Non-controllable – those causes that the team cannot influence/control Ask the team to categorise the list of possible causes into two columns, controllable and non-controllable.

Step 4: Prioritise the controllable causes

Confirm the list of possible causes within the team's control and ask each team member determine which case they would like to action in the next cycle. The cause that is deemed the most important is selected as the top priority for action.

Step 5: Prioritise the non-controllable causes

Now confirm the list of possible causes outside the team's control and ask each team member determine which case they would like to action in the next cycle. The cause that is deemed the most important is selected as the top priority for action.

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