

Execution Problems Diagnostic Tool

Use this tool to troubleshoot situations of less-than-satisfactory team execution.

Assess communication – Do team members have an accurate understanding of the performance standards and/or direction they are to operate under?

- Do team members have the general information they need in order to succeed in their jobs?
- Do team members clearly understand the priorities?
- Is manager using best practices for effective communication (repeatable communication routines, multiple types of messaging, appropriately filtered messages, and open two-way communication)?
- Are performance objectives established in a way that is specific, measureable, assignable, realistic, and time-related?
- Are effective to-do lists and checklist routines being used?
- When direction is issued, does it answer the five key questions (what, why, who, when, and how)?

Assess motivation – Are team members sufficiently engaged in their work and in achieving the performance standards and direction?

- Does manager treat team members with respect?
- Do team members receive praise and appreciation when it is deserved, and is the praise specific?
- Does the manager appropriately participate in tasks without voluntarily “demoting” her or himself?
- Are extrinsic rewards effectively in place in a way that is not driving unintended behaviors?
- Are challenging targets set for team members that are neither too easy nor too unattainable?
- Has the manager connected team member roles to a compelling bigger purpose?
- Does manager take a genuine interest in team members as people?
- Do team members consistently feel both a high level of challenge and a high level of confidence on the job?

Assess Follow-up – Are team members receiving appropriate levels of follow-up?

- Does manager dedicate enough of her/his time to following up?
- Does follow-up happen with enough frequency based on team member skill level and importance of the task or performance standard?
- Does a culture of accountability exist wherein team members expect that their performance will be followed up on?
- Does manager provide timely feedback to team members when following up?
- Does feedback include praise and/or coaching as appropriate?
- Does manager follow up via personal inspection?
- Does manager create follow-up plans in advance with team members?

Assess Talent Growth – Are team members growing and acquiring the skills they need in order to be successful on the job?

- Are team members properly trained before being given responsibility to perform tasks or behaviors?
- Does manager use all five steps of the training process?
- When coaching, does manager diagnose and solve root issues rather than symptoms?
- Does manager remain patient when coaching?
- Does manager talk about next time when coaching?
- Does manager make faults seem easy to correct when coaching?
- Does manager use regular informal review conversations to connect the dots between multiple instances of feedback?
- When holding informal review conversations, does manager use the six-point standard agenda to make those conversations most effective?
- Does manager use formal reviews to establish collaboratively built performance objectives?
- Does manager create effective growth plans and take accountability for contributing actively to those growth plans?

