A Greener Home for Zoom3000

A Performance Analysis Plan

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Introduction:

The senior leadership at Zoom3000, a financial services organization, was convinced that in order to secure a place in the global marketplace and be ahead of the competition, they needed a green approach. Thus, last year, corporate and remote offices of Zoom3000 went green. Consequently, the management believed that it was essential for their employees to live green lives at work and beyond. Therefore, the company provided training to its worldwide offices to educate the employees on the new policies and procedures, while teaching them the affects of individual choices on the environment.

However, the company's recent study indicated that the employees were applying what they had learned from the trainings to their work environment, but this behavior was not carried over to their home lives. This raised great concern for the leadership team at Zoom3000 who wanted to assure that their global employees minimize their ecological footprint outside of the work environment.

For this reason, Alejandro Cortes, the Training Director at Zoom3000 contacted me to voice the leadership's concern, especially the Executive VP, Akira Saito's apprehension, about this problem. Mr. Cortes asked for my help in determining why the employees do not live greener at home, and how the company can proceed to help its employees lead green lives. Since Mr. Cortes will be out of the office, Mike Miller, a training and performance specialist will be my internal contact.

Performance Analysis Stages:

Stage One:

Sources: **Upper management** including Akira Saito-Executive VP, Fred Marshal-Director of Learning and Performance, Alejandro Cortes-Director of Training and Development, Ju Kang-Assistant Director of Training and Development, and **Model employees**.

Methods of Inquiry: Individual interviews, phone interviews, and/or emails.

Purpose and Rationale: To identify the *problem* from the leadership's perspective. Also, recognize the *optimal* behavior for green-living from both the leadership and Model employees' perspectives.

Questions for the Leadership Team:

- Does green-living match the culture of employees across the globe?
- Do you think your employees will embrace this shift? Why?

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- Where might resistance to this change reside? How might we address it?
- What are your biggest challenges and how are you planning to overcome them?
- What is wrong with the employees' current behavior?
- Name some employees who, in your opinion, are already living green at home? What do you see them doing?
- Name your top ten items for a list of green-living behavior.

Questions for the Model Employees:

- As someone who is considered "model," in the area of green-living, what do you know and do which distinguishes your approaches?
- What are the challenges?
- How have you acquired skills and knowledge about green-living?
- What support did you receive from the organization?
- What needs to happen to assure that employees are current in their skills about green-living?

Stage Two:

Sources: Shovana Narayan-Director of Human Resources, and some of her employees.

Methods of Inquiry: Interviews, emails, and phone calls.

Purpose and Rationale: To identify the *actual* performance of the employees and to recognize the performance *Gaps*.

- Has a study been done to determine which locations are doing better than others?
- What do the employees in those locations do/don't?
- Name the top ten characteristics of successful and poor-performing locations?
- What are the barriers in the poor-performing locations?
- In the poor-performing locations, are there any cultural issues preventing the employees from living green?
- What do the employees in these locations complain about?
- Are there recycling places in all the Zoom3000 locations?
- Are the supervisors in the successful locations doing anything different?
- What are the incentives for the employees?

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Stage Three:

Sources: An Expert, Job documents, Literature

Method of inquiry: Literature, Surveys, Blogs

Purpose/Rationale: Review the records, and work products with an expert to identify the **problem.**

- What does the literature say about the most typical challenges in these areas? Recommendations?
- Are there additional sources?
- What trends have they identified? Emergent skills? Perspectives? Emergent challenges? New technologies?
- Show me the results of employees' opinions about green-living?
- If not available, can we use Survey-Monkey to conduct one?
- Have you established an online community to capture suggestions and enable collaboration between employees, regardless of their location?
- Are there any blogs capturing the employees' attitude toward green-living, and what employees think are the causes/barriers preventing them from living green? If not, can we create them?

Stage Four:

Sources: Mike Miller-Training Specialist and other internal experts.

Method of inquiry: Interviews, emails, and phone calls.

Purpose: To learn about the previous green-living trainings and studies performed. My rationale is to categorize the **possible Causes/Drivers**. Are there Skills/Knowledge deficiencies?

- Did the employees receive equal amounts of training on green-living at home and in the work-place?
- When designing the trainings, did you ask the opinion of local employees/experts? Did they express any concerns regarding green-living in their specific cultures?
- Did you consider any language barriers?
- Were the employees supplied with take-home job aids?
- Have you created a website to provide the rules and regulations of different countries regarding green-living, and the location of recycling centers?

Stage Five:

Sources: Employees

Method of inquiry: Survey Monkey, Blogs, Emails

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Purpose/Rationale: Conduct surveys to discover the **causes/barriers** such as Environment, Incentive, and Motivation.

- Can you see why the organization is moving this way?
- Do you see benefits of green-living?
- Do you feel ready?
- Do you think you have the skills it will take to make the shift?
- Do you have any cultural barriers in your location?
- Are there any rules/regulations barriers at your location?
- When trying to live green, what are the future challenges that you anticipate?
- What do you think it will take to support your growth in these directions? To motivate you to live green?
- What is your role? Your supervisor? The organization?

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