


Managing for Maximum Performance

UCSD Extension Business & Technology

Chapter 12 – Developing Employees & Managers – Winter 2010



 **networkfleet**

The Company

- Founded in 1999 as a start-up company under the name Networkcar.
- Provides advanced telematics solutions for commercial and government fleets.
- Combines remote diagnostics and [GPS vehicle tracking](#).

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Products



4200

Know where a vehicle is.




3500

Know where a vehicle is while your mechanics monitor when the vehicle will need service.



SEM

Additional data by detecting various voltage events such as door open/close.



Services

Vehicle Location

Status: Your vehicle is parked.

Vehicle Location as of 01/26/10 03:28 PM

Approximate Location: 886 Fortune Rd
San Marcos, CA 92078 US

Nearest Cross Street: Pearleaf Ct

Latitude / Longitude: 33.119727 -117.16409

Ignition: Off

[Get directions to this location](#)
[Get directions from this location](#)
[View location history](#)

2004 NISSAN QUEST

Home | Technician | Service | Recalls

Related Links: [Alert History](#) | [System Diagnostics](#) | [MPG](#) | [Smog](#) | [Driving S](#)

Alert History

Found 1 Historical Alerts for this vehicle.

For active alerts, please view the [Vehicle Check](#) page.

Alert Name: **Initial Read, Odometer**

56250 MILE SERVICE 12/22/09 01:04 PM, 55750

Please schedule your 56,250 mile service appointment.

Scheduled Maintenance

Landmarks Off [Turn On] Labels Off [Turn On] Clusters

Statistics from 12/29/2009 01:21 PM to 1/26/2010 07:37 AM

of Trips Taken: 284

% Time Spent Idling: 30.2 %

Drive Time: 3 Days, 12 Hours, 54 Minutes

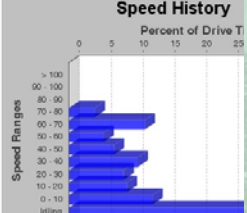
Miles Traveled: 2134 Miles

Reported Speeds

Below is a summary of drive time spent in various speed ranges and an achieved within the reporting period.

Speed History

Percent of Drive T



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Best Practices: Instructional Systems Design (ISD) Theory

- Assess / Design / Develop / Implement / Evaluate (ADDIE).
- Adult Learning Theory – which basically says that adults won't let you get away with things that kids will. Adults need agendas and they are not given to imagination and play without a well-defined purpose linked to their perceived gain (WIIFM).



Best Practices: Performance Improvement Practice

- **Performance Improvement Practice**
 - Performance Improvement embraces ADDIE
 - Recognizes that to get anything done in the real world takes additional skills and steps – the primary one being the ability to sell and market their ideas.

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Best Practices: Performance Improvement Practice

1. Assess actual needs of company
2. Assess perceived needs by decision makers and influencers
3. Assess ability of people to do what has to get done.
4. Assess ability and willingness of people to change how they do things.
5. Identify gaps between needs, abilities, and willingness to change.



Best Practices: Performance Improvement Practice

6. Select performance improvement interventions (training, job aids, resources, process changes, tools, reorganization, etc) that build capability within the ability and willingness of the organization to absorb change, and your ability to 'sell' to the organization.
7. Sell recommendations internally. Get commitment on definition of 'success'.
8. Build interventions
9. Implement interventions

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Best Practices: Performance Improvement Practice

10. Test and internally market your results.
11. Evaluate success of interventions against goals agreed upon in step 7.
12. Test and internally market your findings.



Best Practices: 2010 Program

- **All-Employee Courses**
 - Part of the Solution
 - Me: The User Guide
 - Present Your Best
- **Human Resources**
 - Interviewing and Selection
- **Leadership Courses**
 - Leaders Together
 - The Conscious Leader
- **Management Courses**
 - Management 101 Getting Work Done
 - Management 102 Productivity & Goal Setting
 - Management 201, Coaching for Performance
 - Management 202, Training the Team
- **Sales Courses**
 - 2010 Sales Training

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Validation: Why is this important

- Higher productivity and efficiency
- Higher satisfaction for employee and employer
- Increase motivation and retention
- Better company as a whole

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Assimilation: Hot List

- For Training: American Society for Training and Development (www.astd.org)
- For performance improvement: International Society for Performance Improvement (www.ispi.org)


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Application: Example to apply

To Increase... Add more...


Ability **Direction**

Knowledge Skills

Enthusiasm **Support**

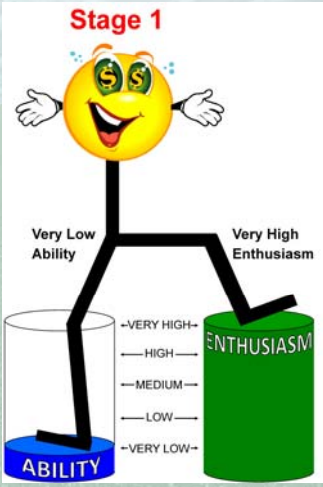
Motivation Commitment

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Application: Example to apply

Stage 1



Very Low Ability Very High Enthusiasm

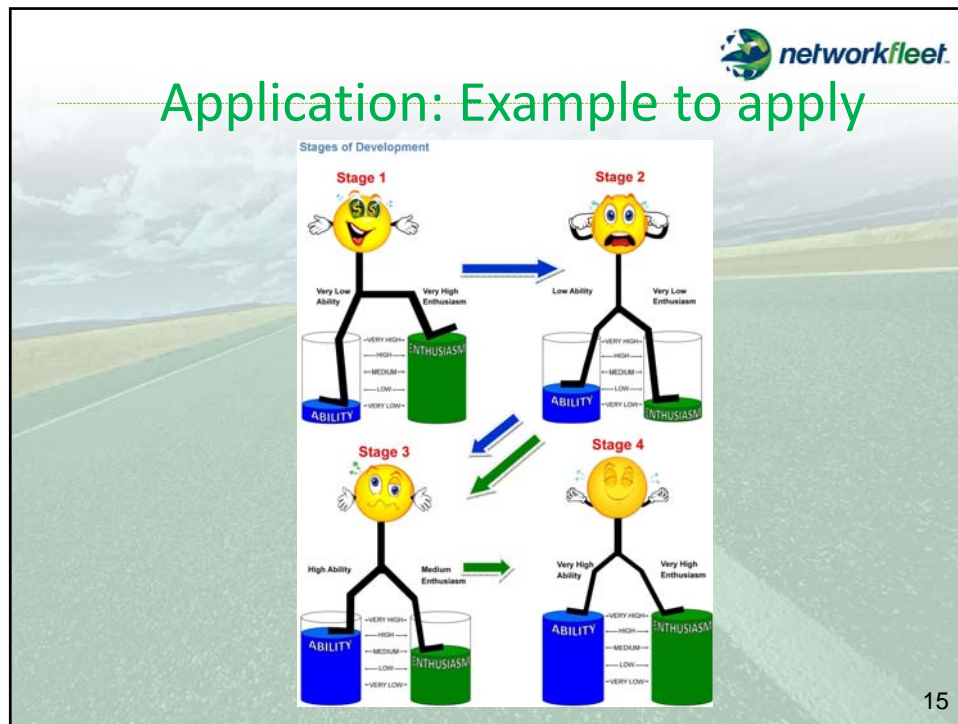
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Additional Information: typical management barriers to success related to Performance Improvement

- Inability or unwillingness to operate transparently.
- Inability or unwillingness to effectively resolve relationship issues.
- Inability or unwillingness to resolve management disputes about how the company should be run.
- Inability or unwillingness to reframe disputes as opportunities.



Additional Information: typical management barriers to success related to Performance Improvement

- Inability or unwillingness to practice what they preach.
- Assuming that training can fix fundamental organizational issues.
- Assuming that every disagreement must result in a winner and a loser.
- Assuming that training can fix process, procedure, resource, and management weaknesses.

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Additional Information: typical management barriers to success related to Performance Improvement

- Assuming that what motivates them must also motivate everyone else.
- Assuming that their understanding of a situation is the only valid understanding.
- Assuming they must hide anything about themselves that might indicate weakness or lack of understanding.

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