

Great Performance



The 3-Legged Stool of Great Performance™

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Purpose:

The 3-Legged Stool of Great Performance™ is a diagnostic tool that enables employees to identify where great performance breaks down. It's based on the idea that in a three-legged stool model, all legs must be present. When performance is less than effective, it's because one or more leg needs work.

Example:

Ted's performance:

Skill: strong – he knows what he's doing.

Will: strong – he wants to do a great job.

Focus: weak – he is abrasive towards his customers.

Remedy: Ted needs honest feedback followed by coaching on how to better interact with customers.

Steps:

1. Gather all your data on the employee's performance.
2. Consider carefully where the poor performance comes from.
3. Make sure you get the right solution for the problem:
 - Training fixes SKILL.
 - Motivation/discipline fixes WILL.
 - Coaching, feedback, and sometimes mentoring fixes FOCUS.

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