
Contents

<i>List of Figures</i>	<i>ix</i>
<i>About the Authors</i>	<i>xi</i>
<i>Preface</i>	<i>xiii</i>
<i>Acknowledgments</i>	<i>xvii</i>
PART I	
Analysis Basics	1
1 Linking Improvement Programs to Important Organization Goals	3
2 Foundations of Performance Improvement	10
3 Guidelines for Analyzing Performance	32
PART II	
Diagnosing Organization Performance	41
4 The Performance Diagnosis Process	43
5 Constructing a Performance Improvement Proposal	63
6 Data Collection Methods	75
7 Documenting and Improving Work Processes	90
PART III	
Workplace Expertise Boundaries	101
8 The Nature of Workplace Expertise	103
9 Documenting Job Descriptions	113
10 Developing Task Inventories	121

PART IV**Tools for Documenting Workplace Expertise 133**

11 Detailing Procedure Tasks 135

12 Detailing System Tasks 150

13 Detailing Knowledge Tasks 176

14 Multidimension and Cross-Function Tasks 212

PART V**Managing Analysis Work to Improve Performance 217**15 Organizing and Prioritizing Analysis Work for
Maximum Performance Impact 219

16 From Analysis to Performance Improvement 228

References 237*Index* 247