

Case Study 4-1

DIAGNOSING THE CAUSES OF POOR PERFORMANCE

Heather works in the training department of a large information technology (IT) organization. She is in charge of designing and delivering interpersonal skills training, including communication skills, networking, and new manager training classes. Heather has excellent knowledge of how to design a training class. She incorporates behavioral modeling and practice into all of her classes. She has also conducted research on what good communication consists of, how to network, and what new managers need to know to be successful. However, individuals who attend Heather's

training classes often give her low ratings, stating that she has a hard time answering specific questions in classes, and that she does not seem approachable after the classes when individuals want to ask questions.

1. You are Heather's manager. In your opinion, what is causing Heather's poor performance? Is it due to a deficiency in declarative knowledge or procedural knowledge?
2. What can be done to remedy the performance problem? ■

