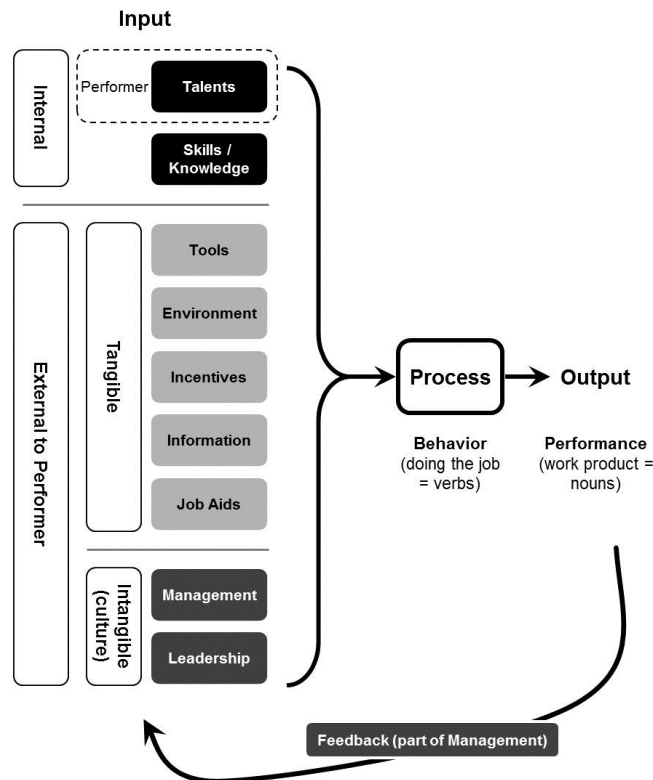


Why Doers Do

Introducing the Externality-Tangibility (E-T) Model of Human Performance

Through the experiences of Luke, his co-workers, his hockey team and his family, we have built a model of human performance, which I call the **Externality-Tangibility** (or for short, **E-T**) Model of human performance.



The E-T Model identifies the factors that people need in order to perform as expected. The name comes from the categorization of the nine discrete elements of human performance as external or internal to the performer and as tangible or intangible. So far we've looked at each component separately in this book. Let's now look at them together parts of a cohesive model.

As we've seen, the E-T Model follows a systems thinking approach. Working right to left:

- The **output** is the performance we desire, stated as a noun. This is a thing of some kind that people produce and that has value. It is measurable, important to gauge the improvement effected by investment in performance interventions.

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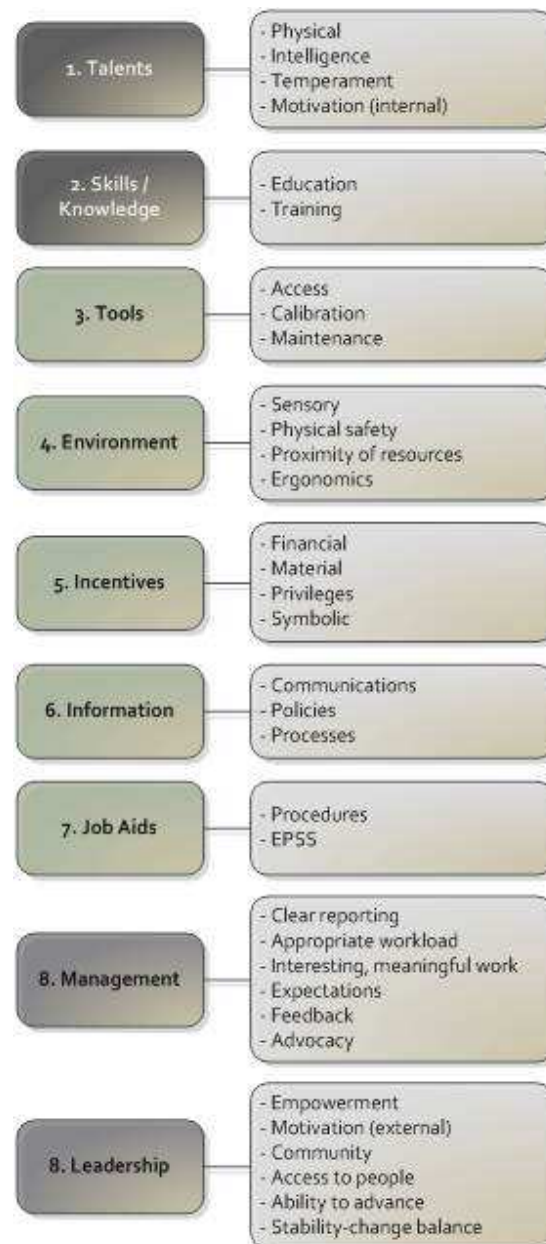
- The **process** is the work performed, stated as a verb. This is the behavior, the activity of people to create the output, the performance of value.
- The nine factors of human performance are the **inputs**, along with the performer herself or himself, to the process. These are what people need in order to behave and subsequently perform optimally.

The nine factors of human performance are grouped into elements that are internal or external to the performer and are tangible or intangible. We should clarify these concepts. Generally speaking, internal factors are those factors that reside within the person. Talents are inherent to the person and skills and knowledge reside within the mind. The rest of the factors, for example, tools, information and management, influence a person externally. Some of the external factors are either tangible or intangible. Tangible factors are those you can hold, touch, see, and so on, using our senses. The intangible factors, management and leadership, are intangible, since we cannot hold it in our hands. There is some grey area here. Yes, you would feel the touch of a manager if she shook your hand, but you cannot touch the management.

In practice, this distinction of tangible-versus-intangible or external-versus-internal is not that important. They are conventions that help make sense of the factors of performance. It is more important that we account for *all* the factors needed for great human performance and not miss any. The category into which they fall is less important.

In this book, as we explored the E-T Model, we looked at the nine main elements of human performance, each with specific sub-categories:

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These elements and their sub-categories form the framework for assessing and improving human performance, be it an entire organization, a department or an individual. A framework is not a solution; it is a backdrop to finding a solution. These sub-categories are not simply a checklist, but instead a guide to improving human performance. Human beings are complex and so is assessing and improving their performance. Each person and each group of people is different, even if they are in the same industry or have similar performance required of them. This model is not a formula into which we simply enter data to have a solution set provided for us. It is a guide for assessment and improvement, but the hard work is conducted by professionals who use this model as a tool.

A key benefit of the E-T Model is that it is all-inclusive. It encompasses *all* the factors of human performance. Use this as a framework and you will not omit, skip or overlook key elements of optimizing people's performance. Following the E-T Model ensures a holistic approach to performance improvement. It also avoids the trap of defaulting to someone's favorite, tried-and-true solutions, or the ones with which someone is experienced or comfortable, to the detriment of not finding a holistic human performance improvement solution.

Using the E-T Model to Improve Performance

So how do we apply the Externality-Tangibility Model in the real world to improve human performance? Here is a six-phase approach to applying the E-T Model. Each of these phases we've already touched upon in this book. Here it is pulled together into a blueprint that can be followed in any setting where you want or need people to perform better.

1. Identify Performers

The first phase in improving human performance is identifying a person or group of people whose performance you need to or want to optimize. Sometimes this is easy; sometimes not so much.

What is important in this phase is articulating a group of performers whose performance and behavior is close to homogenous. You need to be focusing on groups of people whose job and work outcome expectations are the same or similar.