

Gilbert's Management Theorem:

For any given accomplishment, a deficiency in performance always has as its immediate cause a deficiency in a behavior repertory (P), or in the environment that supports the repertory (E), or in both. But its ultimate cause will be found in a deficiency of the management system (M).

From a \$\$\$\$ perspective:

$$\text{Worthy Performance} = \frac{\text{Value}}{\text{Costs}}$$

Value = Accomplishments = Evaluating performance

Costs = Management System = Behavior + Environment

Management System – human competence (a.k.a. Behavior Engineering Model):

	Information	Instrumentation	Motivation
E: Environmental Supports	DATA <ul style="list-style-type: none">• Provide clearly defined roles and clear expectations of performance outcomes.• Share goals with all team members.• Provide relevant and frequent feedback regarding the performance levels.	INSTRUMENTS <ul style="list-style-type: none">• Provide effective tools and equipment.• Provide appropriate guidelines, job aids, checklists, policies, etc.	INCENTIVES <ul style="list-style-type: none">• Provide recognition and/or rewards for good performance.• Provide fair compensation based upon performance criteria.• Provide work culture that fosters continuous career development and improvement.
P: Person's repertory of Behavior	KNOWLEDGE <ul style="list-style-type: none">• Provide systematically designed training programs.• Teach teammates to know as much as the exemplary performers know.	CAPACITY <ul style="list-style-type: none">• Allow flexible work scheduling to maximize peak capacity.• Give appropriate amount of work at a time.• Hire the right people.• Delegate well.	MOTIVES <ul style="list-style-type: none">• Conduct job diagnosis and find out what types of work employees like to do.• Provide challenging work (not too hard, not too easy).• Praise good performance in public and punish poor performance privately.

BEM Benefits:

- Method to organize empirical data.
- Answers the question: In what way can the greatest amount of leverage be achieved when better behavioral conditions for performance are established?

Source:

Gilbert, T. (1978) Human Competence: Engineering Worthy Performance. Reproduced by Copyright Clearance Center. Pg 73 – 107.