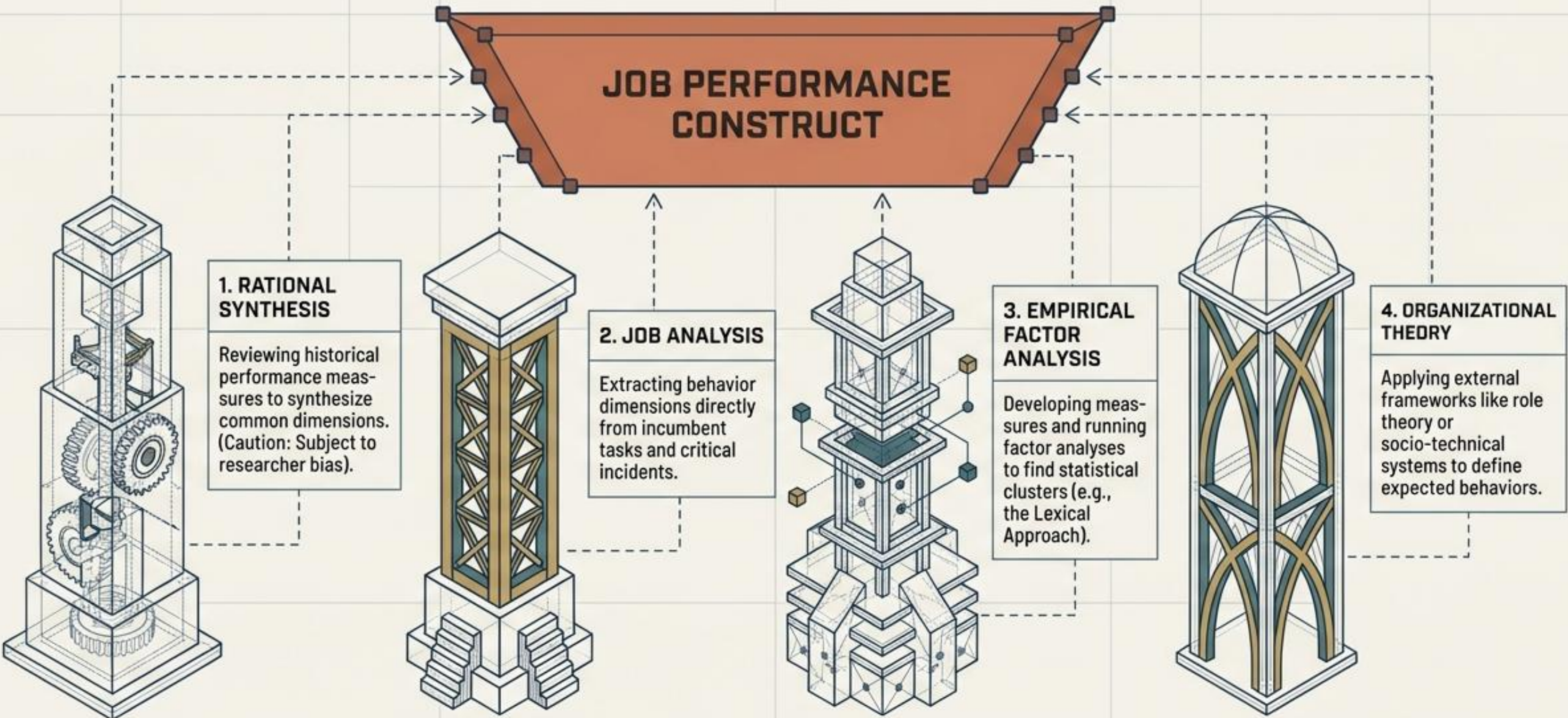
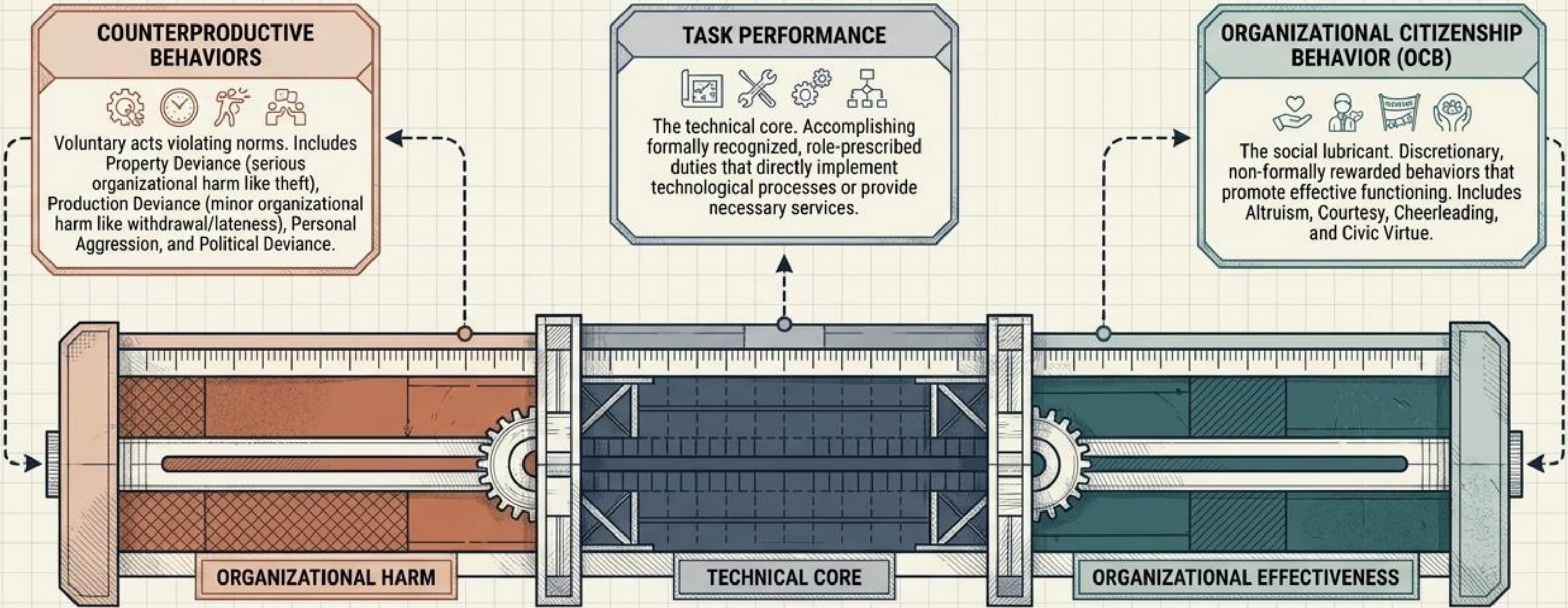


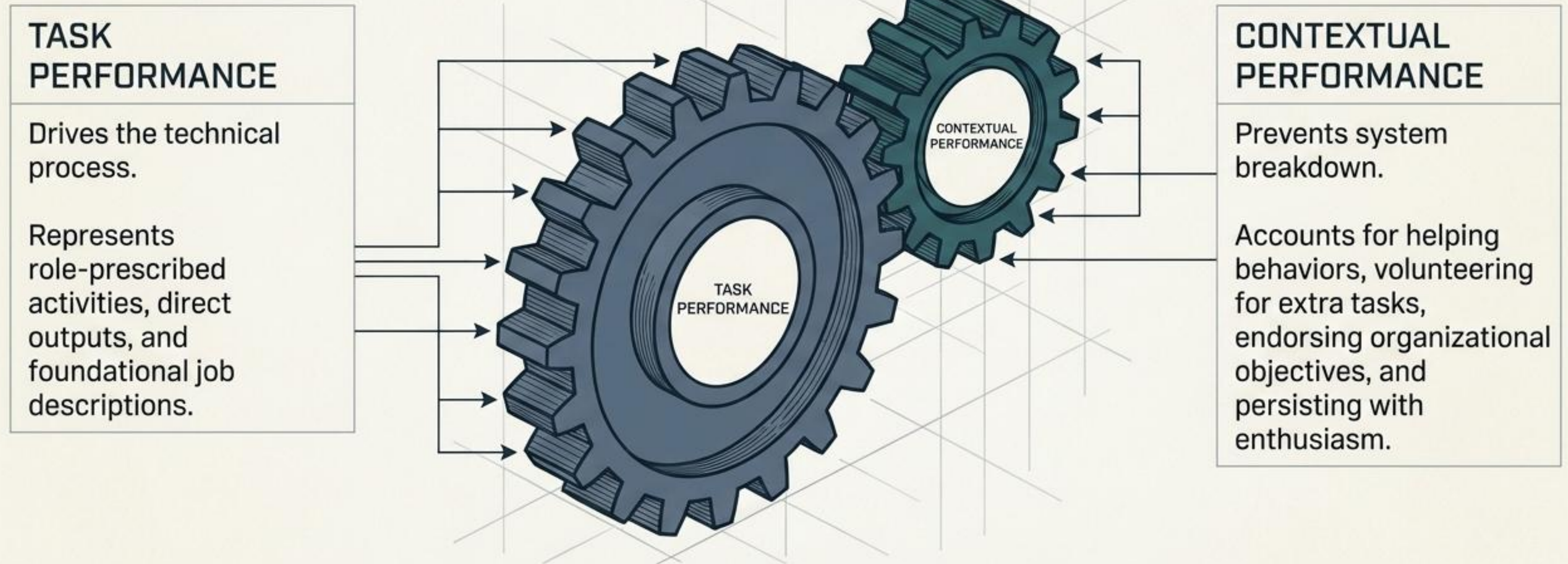
Four analytical lenses for observing human performance



The behavioral spectrum of organizational impact



The dual engines of organizational function



Architectural Note: Individual differences in cognitive ability traditionally predict the central gear, while personality variables (like conscientiousness) heavily influence the outer gear.

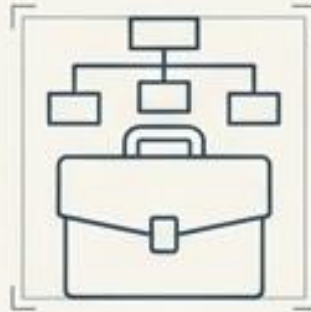
Calibrating performance sets for specific environments



Entry-Level Service (Hunt's Model)

Focus: Highly visible, fundamental reliability.

- Adherence to confrontational rules (e.g., stopping shoplifters)
- Schedule flexibility
- Off-task behavior avoidance
- Unruliness/theft prevention



Managers (Borman, Brush & Conway)

Focus: Orchestration and abstraction.

- Leadership / supervision
- Interpersonal communication
- Technical administration
- Useful situational skills (e.g., handling crises)



Military Personnel (Project A / Borman et al.)

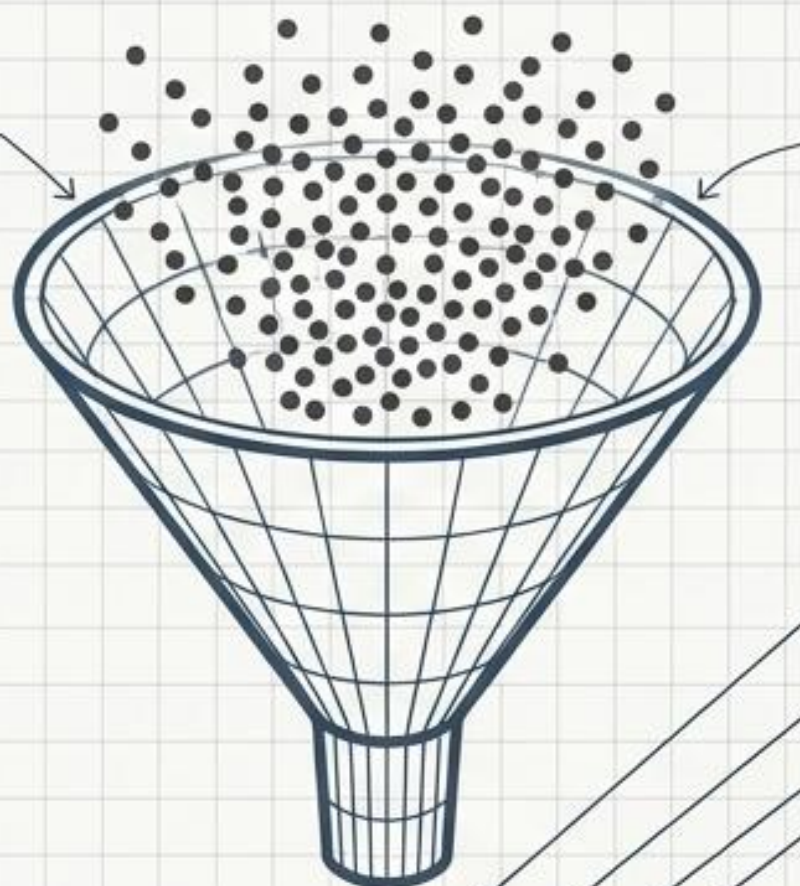
Focus: Unit survival and physical presence.

- Allegiance (following orders / regulations)
- Teamwork (boosting unit morale)
- Determination (endurance under pressure)
- Physical fitness & Military bearing

Extracting the universal essence of work

486 Distinct Performance Measures
(from 80 years of literature)

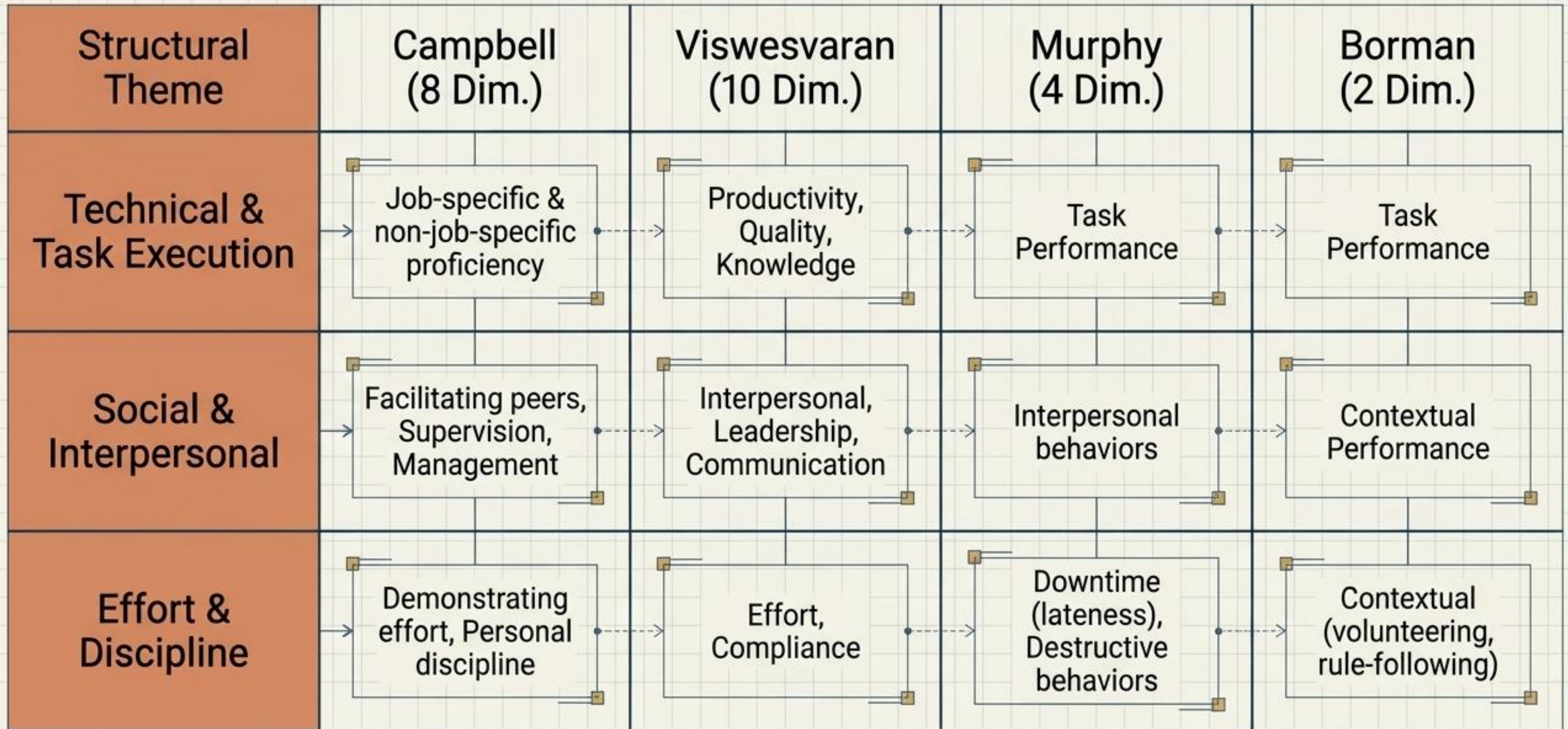
The Lexical Hypothesis:
All practically significant
variations in job performance
have been encoded into the
language and literature of
occupational psychology.



10 Extracted Dimensions

1. Overall Performance
2. Productivity
3. Effort
4. Job Knowledge
5. Interpersonal Competence
6. Administrative Competence
7. Quality
8. Communication Competence
9. Leadership
10. Compliance with Rules

Aligning the universal performance frameworks



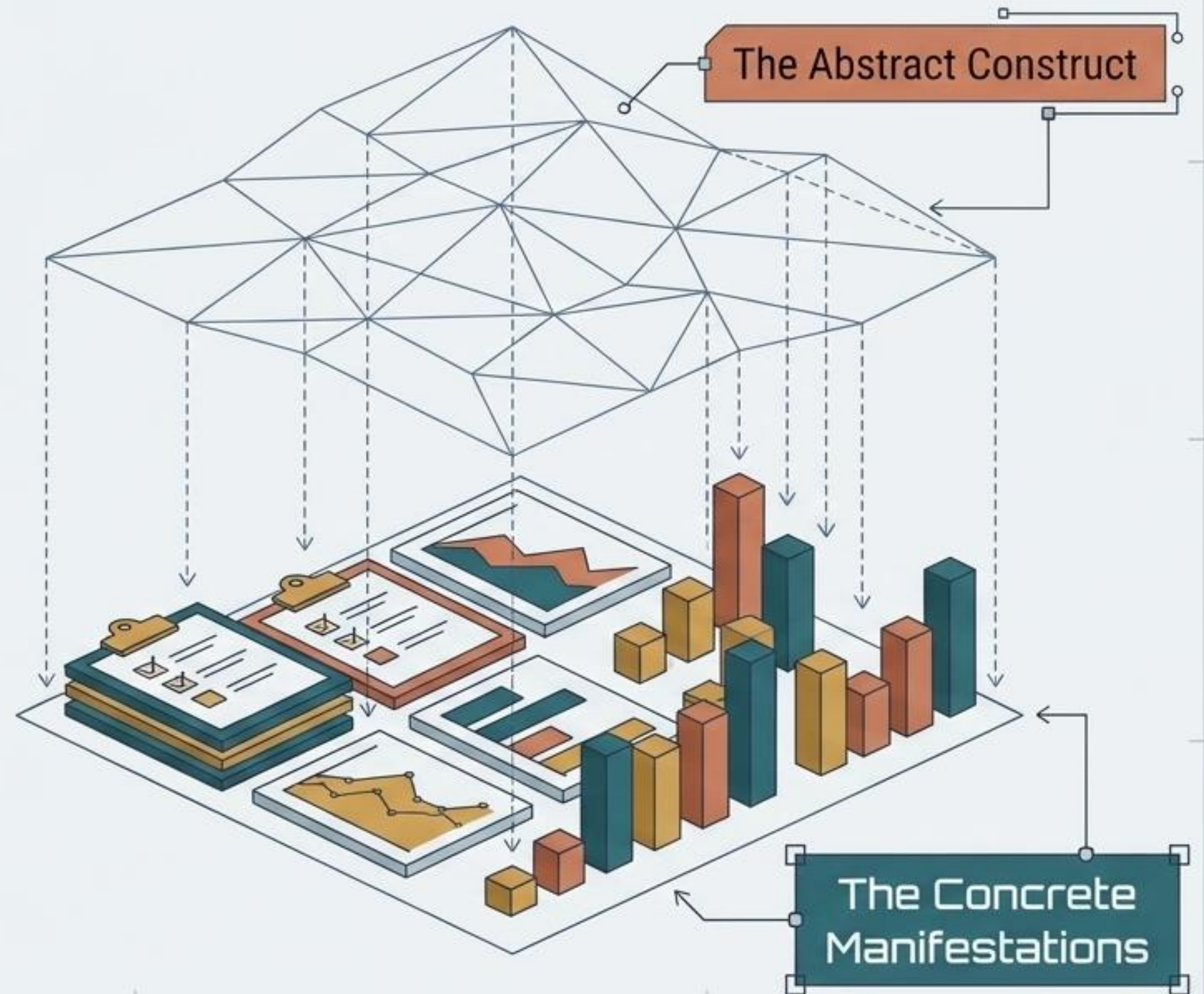
Measuring the invisible construct

The Measurement Gap

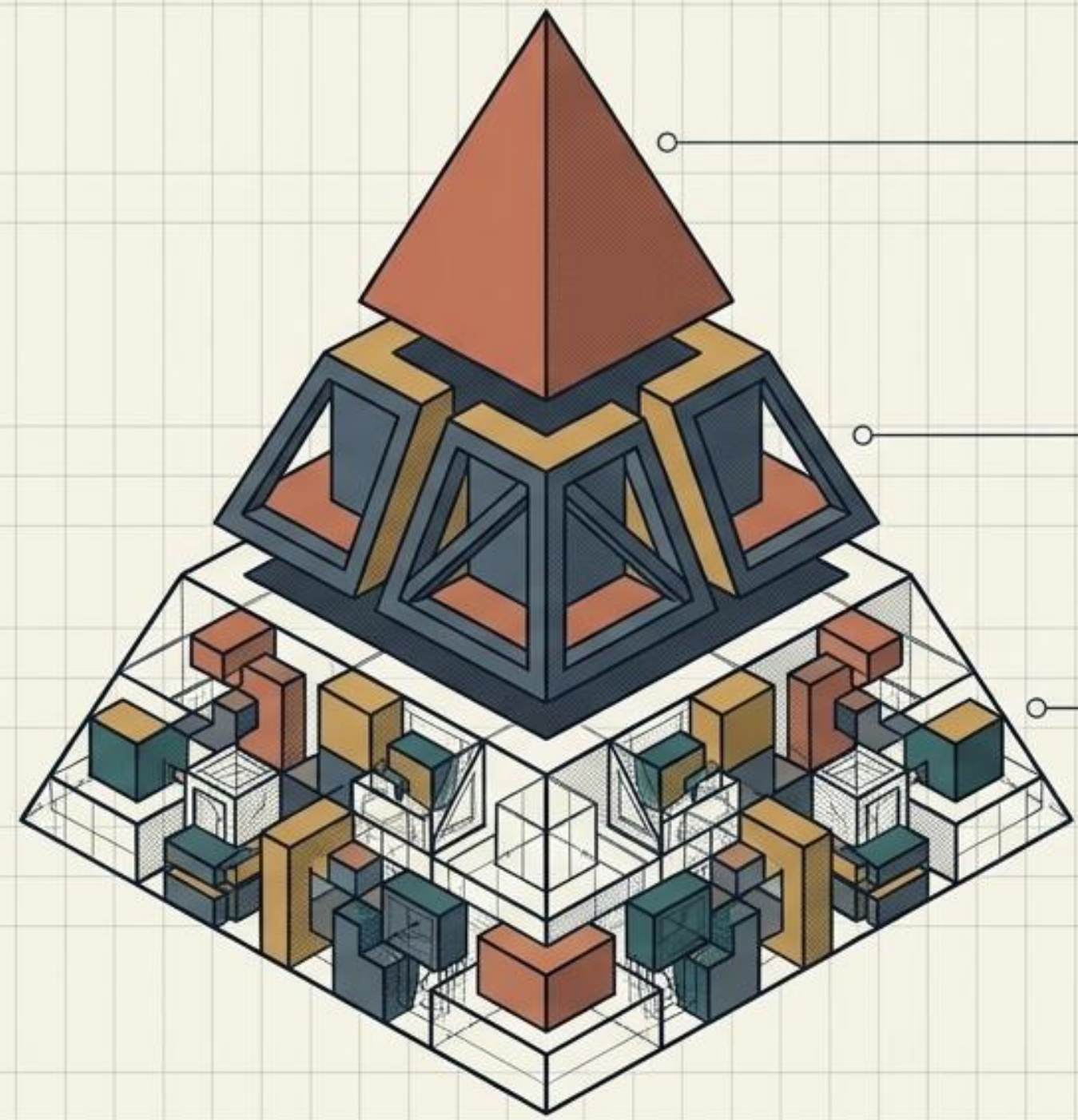
Job performance cannot be directly touched; we can only measure its specific manifestations (e.g., peer ratings, sales numbers, disciplinary records) which change across jobs.

The Mandate of Reliability

Interrater reliability is not just "agreement"—it is the bedrock of I/O science. If performance ratings are merely idiosyncratic halo errors from supervisors, the entire concept of candidate selection collapses.



The hierarchical architecture of performance

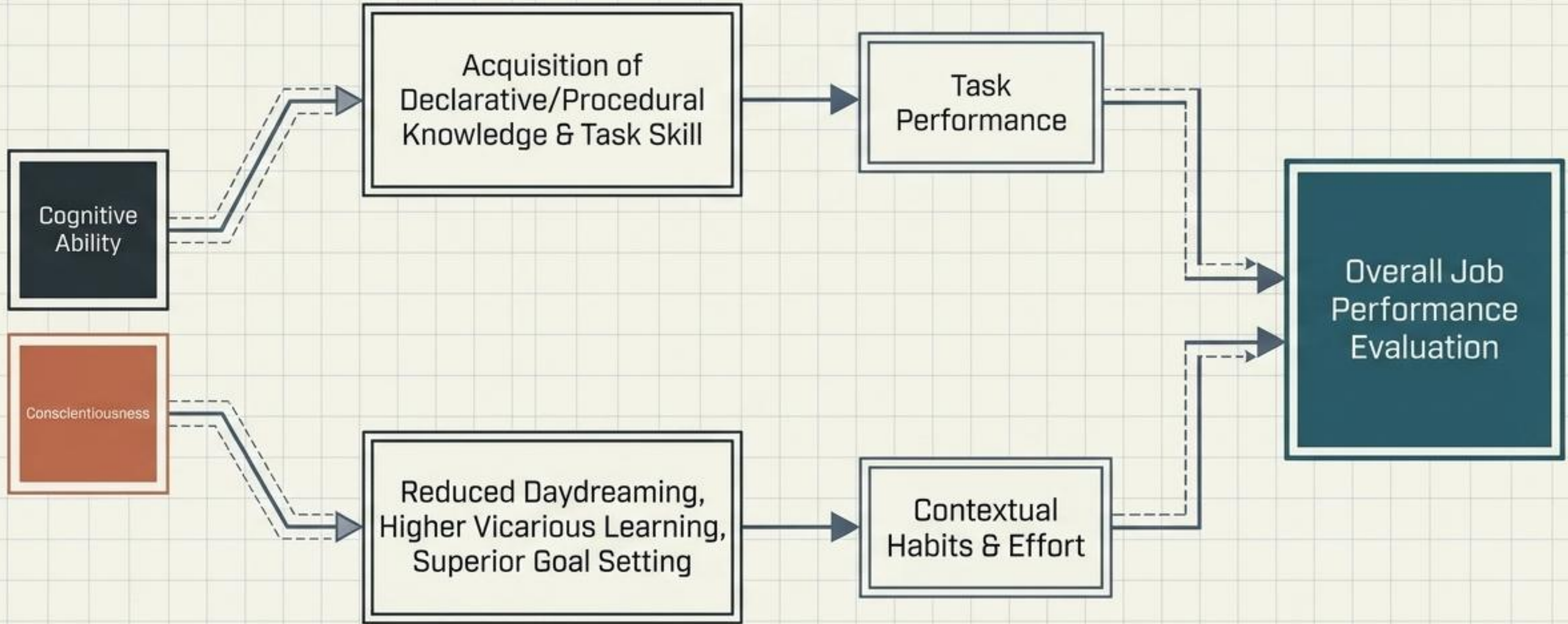


The Apex: The General Factor
Because all positive dimensions correlate, they point to a singular, underlying individual capacity to generate organizational value.

Middle Tier: Broad Dimensions
Aggregated categories (e.g., Task Performance, Contextual Performance, Communication).

Base Tier: Specific Behaviors
Fragmented, episodic actions specific to daily roles (e.g., checking shoplifters, writing code).

The causal mechanics of output



Engineered for prediction and placement

Concluding Insight

Job performance is not an amorphous, shifting phenomenon. It is a complex, hierarchical, and deeply structured construct.

The Blueprint's Purpose

By isolating its dimensions—from the technical core to the social lubricant—and tracing its antecedents back to cognitive ability and conscientiousness, organizations transition from guessing about human capital to systematically engineering it.

Understanding the construct is the prerequisite to maximizing it.

