

Performance Support	<i>Standard</i>	<i>Tailored</i>
Sidekicks: They are with us in the work, as we act	Here the customer and salesperson look at a PC and examine a table that compares a recommended product to its competitors.	When the customer picks a product, the salesperson identifies the customer and the system details what it will take to achieve compatibility with this customer's current installed base.
Planners: They are there when we get ready to act and afterwards, when we reflect on our efforts	This is a print or automated program that reminds a salesperson what to keep in mind when selling at higher levels in the organization. After the engagement, the salesperson is guided in a reflection on the interaction in light of set criteria.	This is an automated program that seeks data about a potential customer, qualifies the customer, and then informs the salesperson of the size loan for which he/she will qualify. The amount and rationale are provided to the salesperson to aid in countering objections.

Table 1. Planner & Sidekick Performance Support Model.

Use the model to create examples to discuss with a current client. When you meet, share the model and ask questions to identify opportunities to help your client help his or her people as challenges emerge. Consider the sample questions provided in Table 2.

Performance Support	<i>Standard</i>	<i>Tailored</i>
Sidekicks: They are with us in the work, as we act	As your people are in the midst of the work or task, what questions come up? What do they absolutely have to know? What errors are made? What confusion exists? What opportunities are typically lost?	What customized knowledge or guidance would add great value to the work your people are doing? What problems are frequent and costly? What knowledge would leverage their abilities, if applied to particular customer or contextual situations?
Planners: They are there when we get ready to act and afterwards, when we reflect on our efforts	As they approach the task or challenge, what do you want them to consider, reflect on, attempt to achieve? What do they often forget to think about? What do effective people know and consider? Afterwards, what should they think about to improve their performance for the next go-around?	What does the system know that most individual performers do not? What intelligence is there that could advise and direct your people to better understand customers, habits, drug interactions? How might you use data mining to provide deep and tailored smarts to people?

Table 2. Analysis for Planner & Sidekick Performance Support.