

# Tools for Knowledge Workers

## Expected Quality of Performance from System & Performer Pairings

		Performer	
		Bad	Good
System	Good	Acceptable to Unacceptable	Optimum
	Bad	Unacceptable	Acceptable to Unacceptable

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The late Geary Rummler is known in part for his oft-quoted statement that if you put a good performer in a bad system the system will win every time. The notions of good or bad systems and good or bad performers suggest the matrix above. Its four quadrants indicate the kind of performance that can be expected from each pairing. When both the performers and the system are good, expect optimum performance. When both are bad, expect unacceptable performance. Good performers in a bad system and a good system with bad performers can produce performances ranging from acceptable to unacceptable, depending on how good or bad the performers and/or the system are. For a case involving good people caught up in a bad system see [“Good People in A Bad System.”](#)

