

Nine Categories of Impediments to Performance

Performers	Expectations	Actions	Resources
<ul style="list-style-type: none"> • Knowledge • Skill • Attitude • Ability • Motivation • Cognition • Commitment • Confidence • Energy levels • Health 	<ul style="list-style-type: none"> • Unclear • Unrealistic • Wrong 	<ul style="list-style-type: none"> • Ineffective • Inefficient • Wrong/Improper • Poorly executed • Poorly designed • Unclear • Poorly understood 	<ul style="list-style-type: none"> • Lacking • Wrong kind • Faulty • Unavailable
Targets	Other Actors/Factors	Outcomes	Feedback
<ul style="list-style-type: none"> • Moving too fast to hit • Inaccessible (i.e., no clear path to the target) • Moving erratically 	<ul style="list-style-type: none"> • Strong resistance from opponents • Overpowering opposition • Meddling interference 	<ul style="list-style-type: none"> • Difficult or impossible to assess or ascertain • Conflicting or argumentative assessments 	<ul style="list-style-type: none"> • Missing • Too late • In error • Conflicting
External Influences			
Work Environment <ul style="list-style-type: none"> • No rewards • Penalties • Lack of support • Lack of cooperation • Conflicting priorities • Blaming and scapegoating instead of fixing the problem • Organization design 	Larger Environment <ul style="list-style-type: none"> • Weather conditions interfering (e.g., storms, hurricanes, etc.) • Noise levels, etc. • Unforeseen obstacles • Unforeseen disruptions and disturbances • Building and work area conditions 		

The nine categories above tie to the model in a one-pager titled “The Nine Elements of Performance.” It can be accessed by clicking [here](#).