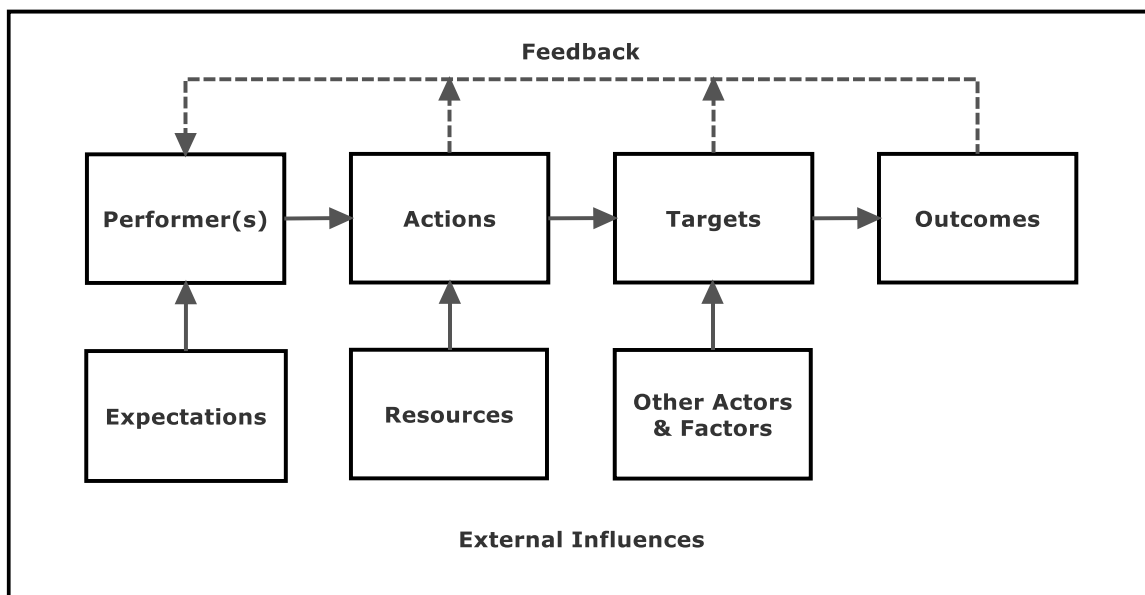


The Nine Elements of Performance

The nine elements that must be considered when studying, designing, planning, improving or managing performance are briefly described below and shown in the diagram at the bottom of this page. We begin with the focal point of performance: Targets.

1. *Targets*. These are factors that are to be changed in certain, specific ways. They might be products, people, measured results, relationships, workflows, etc.
2. *Performer(s)*. The person(s) charged with achieving the desired changes in the Targets, including their knowledge, skills, attitude, motivation, and commitment.
3. *Expectations*. Specifications regarding the changes to be made to the Targets by the performer(s) and, on occasion, regarding the actions taken to realize them.
4. *Actions*. Steps taken (i.e., process followed) by the performer(s) intended to bring about the desired changes in the Targets.
5. *Resources*. These include tools, equipment, materials and whatever else is required and used to carry out the actions/process intended to bring about the desired changes in the Targets
6. *Outcomes*. Actual changes in the Targets brought about by the actions taken.
7. *Other Actors & Factors*. At times, there are other actors and factors affecting the same Targets the performer(s) are trying to change. To succeed, performer(s) must counter or offset the effects of these other actors and factors on the Targets.
8. *Feedback*. Information about what is happening or has just happened with respect to actions, Targets, and outcomes.
9. *External Influences*. These are factors that might impact expectations, the performer(s), and resources. They can include history, culture, restraints, resistance, rewards, penalties, priorities, support, task Interference, etc.

The Nine Elements of Performance



A companion one-pager lays out nine categories of “Impediments to Performance” tying to the elements in the model above. It can be found by clicking [here](#).