

The Six Drivers of Performance

Training on its own does not always produce measurable changes in behavior, because it only addresses one of the six drivers of performance. Each driver of performance has an impact on performance in a different way.

Use this resource to identify the drivers of performance, assess their impact on human performance, and recommend the most effective solutions to performance gaps.

Table 1.1: Performance Drivers

Driver of Performance Gaps	Examples
Skills or knowledge Remember that skills and knowledge are the only drivers that can be directly influenced by training .	• An employee is moved to a new role without the necessary reskilling. • Project scope requires knowledge or skills that the team does not possess.
Motivation	• Employees have the skills, knowledge, and resources to do their jobs but are unmotivated to perform well. • Motivation lags because of primarily negative or confusing feedback from customers and management. • Note that poor motivation is often preceded by some other factor. For instance: • If an employee is given inadequate equipment, they may eventually conclude the company doesn't care about them, and their motivation will begin to drop.
Tools and resources	• An employee is trained on receiving and managing customer calls but doesn't have access to the organization's phone system.

Driver of Performance Gaps	Examples
Clear structures, processes, or guidelines	• Level of quality declines because manufacturing employees are rated solely on their productivity goals. • Employees are provided outdated or confusing standards or guidelines.
Information	• Employees cannot access reference material or background information related to a project on which they are working. • Employees are unclear on the measurements their performance is being assessed against. • Employees are not invited to a critical meeting.
Health	• An employee has poor vision that affects product quality. • An employee experiences personal illness that decreases their production rate. • The environment has physical issues, like an overheated warehouse that leads to slower work.

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