

A photograph of several arrows with colorful fletching (orange, purple, blue) hitting a target. The target is partially visible on the right side of the image. The background is a light grey gradient.

*Tools you can use...*

## ***Capability Barrier Analysis: Addressing Sources of Underperformance***

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### ***Introduction***

When your performance falls short, but improved performance is critical, you may believe the only solution is to 'try harder.' But, while effort is certainly a key determinant of success, your performance problem may be the result of other obstacles that undermine your capability. Sometimes trying harder may generate more resistance. Before redoubling your effort, with the same course of action that fell short before, you should first identify other significant barriers that may have led to failure.

### ***How it Works***

The Capability Barrier Analysis includes nine categories of performance success factors, each with a list of key components. When one or more components is lacking, that creates a potential barrier. The greater the deficit, the greater the impact on performance. By carefully reviewing the components, you can identify which must be addressed, and rate the potential impact of each category.

### ***The Process***

Begin by entering a title for the performance shortfall you're analyzing, and the date. Reflect on what went wrong, why you believe you fell short, and its potential impact on your commitments.

Next, review each of the nine categories and their components, and identify which were probably lacking and undermined your performance, and any you believe were strengths. Circle any components that may have seriously limited your effectiveness, and underline those you believe are strengths you can draw upon. Based on your review, rate each category: 5=Major strength; 4=More than adequate; 3=Acceptable; 2=Less than adequate; 1=Major limitation. Then, plan corrective action for any categories rated below 3, and for components you identified as seriously limiting your effectiveness.

***When you're ready to complete the assessment, check out the next page!***

# *Capability Barrier Analysis*

**Performance Shortfall:** \_\_\_\_\_ **Date:** \_\_\_\_\_

<p><b><u>FITNESS</u></b></p> <p><i>Personal physical, intellectual, emotional, &amp; social/ interpersonal abilities</i></p> <p><b>Rating: _____</b></p>	<p><b><u>MOTIVATION</u></b></p> <p><i>Clarity of purpose, consequences, urgency, &amp; commitment to action</i></p> <p><b>Rating: _____</b></p>	<p><b><u>SKILLS &amp; KNOWLEDGE</u></b></p> <p><i>Basic &amp; specialized skills, proven best practices, &amp; appropriate supporting knowledge</i></p> <p><b>Rating: _____</b></p>
<p><b><u>RESOURCES</u></b></p> <p><i>Access to funds, facilities, materials, equipment, personnel, &amp; appropriate authority</i></p> <p><b>Rating: _____</b></p>	<p><b><u>INCENTIVES</u></b></p> <p><i>Appropriate planned rewards for engagement, improvement, key results achievement, &amp; impact</i></p> <p><b>Rating: _____</b></p>	<p><b><u>PROCESSES</u></b></p> <p><i>Systems &amp; procedures to enhance efficient &amp; effective follow-through action</i></p> <p><b>Rating: _____</b></p>
<p><b><u>EXPECTATIONS</u></b></p> <p><i>Specified results, context and importance, constraints, support, accountability, &amp; timeline</i></p> <p><b>Rating: _____</b></p>	<p><b><u>EFFORT</u></b></p> <p><i>Focused, diligent, ongoing engagement in the performance improvement process</i></p> <p><b>Rating: _____</b></p>	<p><b><u>INFORMATION</u></b></p> <p><i>Timely, accurate, reliable information, data, &amp; performance feedback</i></p> <p><b>Rating: _____</b></p>

**Insights & Improvement Plans:**