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3A+ Development Framework

Regularly check in on your effort and impact using this framework

According to Gartner, 95% of managers report they are "unhappy" with traditional performance reviews. On the flip side, Lattice states that employee engagement is strongly correlated to review cycle frequency. In our increasingly fast-paced working world, it's more important than ever that employees and managers align on expectations and performance in a way that works for everyone.

Performance conversations aren't always easy though, so it's helpful to have a framework for approaching these discussions. Arbinger's 3A+ framework operationalizes the review process, making it an easy way for managers and employees to regularly check in on their effort and impact.

3A+ Development Framework

When and With Whom Might You Use This Tool?

Use this tool to build an outward mindset into the way you measure, discuss, and improve your performance and the performance of the members of your team.

How to Use It

1. Write your roles in column 1.

2. For each role, note your recent efforts and results.

3. Rate yourself. For any shortfall in performance, what does it derive from—a shortfall in Capability? Impact? Effort? Given your performance, rate yourself in each role on the 3A+ scale.

4. Action plan. What do you need to do to improve your performance in each of your roles?

Capability
Skills and aptitude

3 — All necessary capabilities to succeed in role

2 — With training, could be a 3 in role

1 — Can't reasonably become a 3 in role

Impact
Helpfulness to others

A — Positive impact on others

B — Mixed impact on others

C — Negative impact on others

Effort
Diligence and focus (Overall and by role)

+ — Gives necessary attention to achieve objectives

− — Does not give necessary attention to achieve objectives

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	CAPABILITY	IMPACT	EFFORT
3.	3	A	+
	2	B	−
	1	C	

1. Roles

2. Recent Efforts and Results

1				
2				
3				
4				

4. Action Plan:

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This tool is just one of 50+ situational frameworks and tools available through the Arbinger Institute's robust training programs.

From selecting a new hire to making a key business decision, Arbinger has a tool for any business challenge you face. Get in touch today to learn more about Arbinger's *Outward Leadership*, our leadership development program that changes mindsets and improves organizational performance.

Chat with an Expert

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Meet to Learn

A meeting template to uncover the objectives, needs, and challenges of others

Taking the time to meet with and learn about your coworkers can help you establish stronger working relationships, build trust, and improve communication within your team—all things that are especially valuable as a leader. This can result in a more positive and productive work environment, and ultimately lead to better outcomes for your team and organization.

Arbinger's Meet to Learn tool is designed to help uncover the objectives, needs, and challenges of others. It's a tool for increasing your curiosity that then positions you to be more helpful to those around you. You can use it individually to get to know collaborators, customers, your direct reports, or with groups that your team interacts with regularly.