3A+ Development Conversations

Tool Overview

Use this tool to report to your manager in a way that elevates your accountability.

As a manager you can utilize performance conversations based on the 3A+ performance standard in order to help your team to grow in their abilities and performance.

Instructions

1. Give an overall assessment for each of your roles and objectives—where you have hit your targets or are on track to do so, where you have missed your targets, and where you are at risk of missing your targets.

2. Rate your current performance in each role using the 3A+ standard:

   - Rate your capability in the role and objective: 3, 2, or 1

   - Rate your impact on others' abilities to achieve their objectives: A, B, or C

   - Rate your effort in the role: + or –

   For each shortfall in performance, what does it derive from—a shortfall in capability, impact, or effort?

3. Share your action plan to address the shortcomings or gaps.

4. Ask your manager for feedback: "Do you have any suggestions for me to improve on my action plan? Are there any areas or issues that I have not identified? Any blind spots?"

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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Role	On/Off Target	Current Performance	Action Plan	Manager Feedback
		☐ ☐ ☐		
		☐ ☐ ☐		
		☐ ☐ ☐		
		☐ ☐ ☐		

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