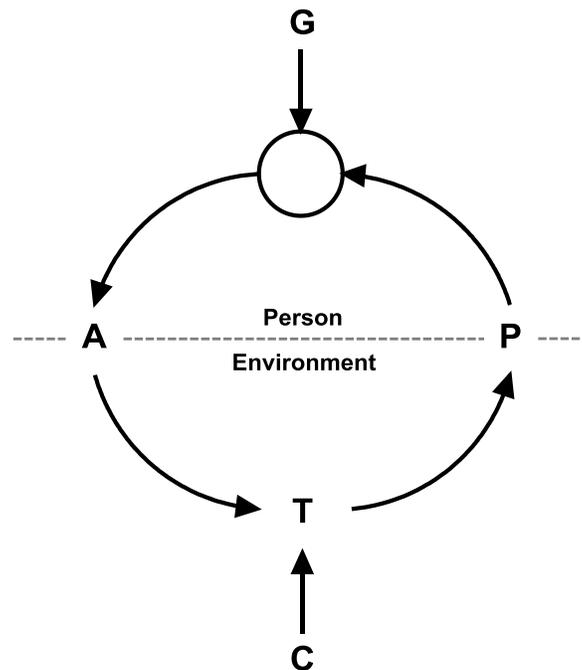


# Tools for Knowledge Workers

## The GAP-ACT Model



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The GAP-ACT Model is broadly applicable to human performance and performance management and improvement. Essentially, it holds that we compare our perceptions (P) of certain aspects of our environment that we have targeted for control (T) with our desired or goal state (G) for that target. If an unacceptable gap exists we engage in actions (A) intended to close that gap. These actions must offset the effects of other actors and factors or conditions (C) that also affect the target. The GAP-ACT Model is especially useful in understanding, managing and improving the performance of self-managed employees, including managers. Based on Perceptual Control Theory (PCT), the GAP-ACT Model exploits the fact that our behavior is the means by which we pursue and achieve our purposes. We are goal-seeking, feedback-governed “living control systems” and efforts to manage or improve our performance that take this into account will be much more successful than would otherwise be the case. For more about the GAP-ACT Model and its application to “living control systems” visit the Control Theory section of this web site by clicking [here](#).

