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# THE GAPOLOGY FRAMEWORK

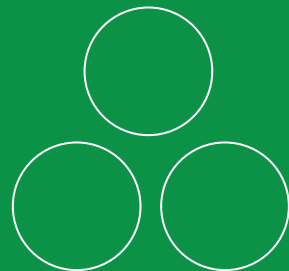
It's not them, it's you.  
Using the Gapology framework to lead with accountability



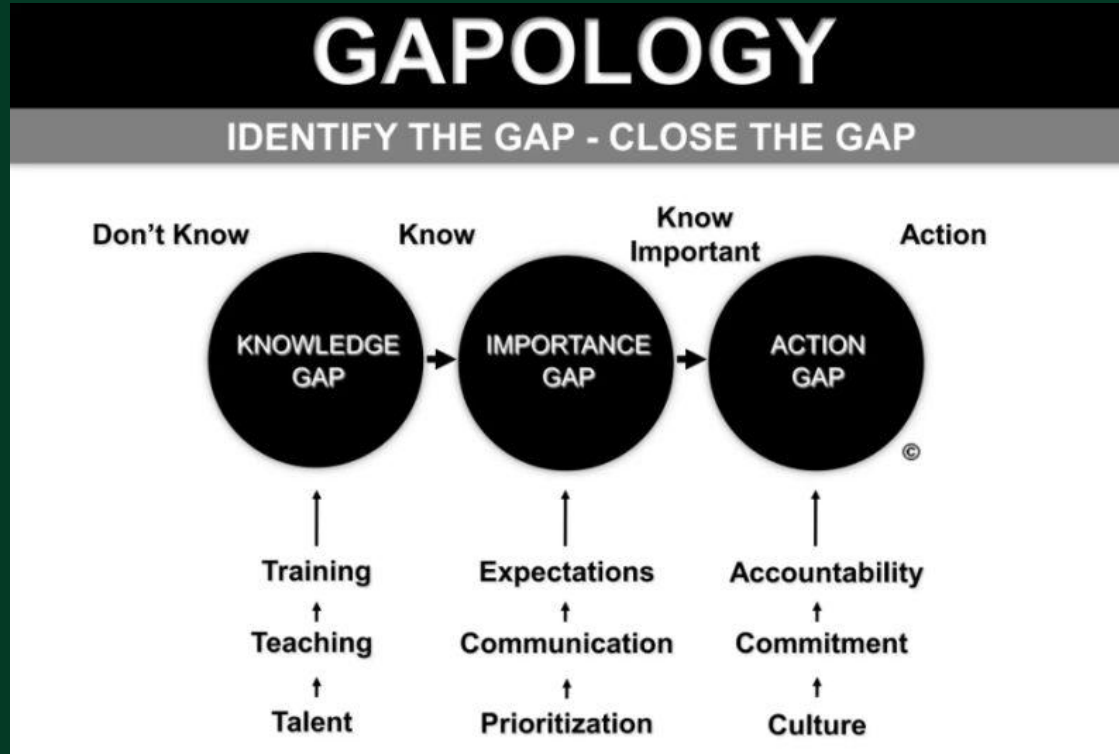
# Introduction to Gapology

The Gapology framework, developed by Mark Thienes, Brian Brockhoff, and Jonathan Brookins, is a practical approach for identifying and closing performance gaps within teams and organisations.

It emphasises that *'in leadership, accountability isn't a buzzword—it's the foundation of employee success.'* This framework shifts the focus from 'employee shortcomings' to 'leaders looking in the mirror,' creating a culture of accountability and continuous improvement.



# The Gapology Framework



The Gapology framework, developed by Mark Thienes, Brian Brockhoff, and Jonathan Brookins

# Identifying Leadership Gaps

## Knowledge Gaps

Knowledge gaps occur when employees lack the skills or information to perform their tasks effectively.

## Importance Gaps

Importance gaps arise when employees don't understand the significance of their roles or responsibilities.

## Action Gaps

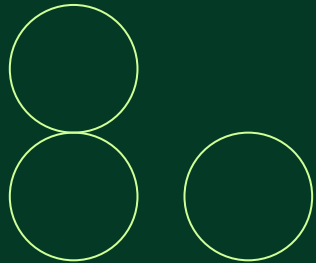
Action gaps exist when employees know what to do but fail to take action.

# Role of Leaders in Gapology

One of the most powerful ideas in Gapology is that leaders own the gaps. When a team is underperforming, it's easy to point fingers—but that's leadership malpractice. Instead, leaders need to ask themselves:

1. Have I hired the right people and provided the necessary training?  
**(Knowledge gap)**
2. Have I communicated why their work matters? **(Importance gap)**
3. Have I created a culture where people take ownership of their actions?  
**(Action gap)**

These aren't just theoretical questions. They're the building blocks of high-performance teams. If the answer to any of them is 'no', then it's up to the leader to fix it.



# Addressing Knowledge Gaps

## Recruitment Alignment

Ensure recruitment aligns with the skills needed for success.

## Structured Onboarding

Develop structured onboarding to set employees up for success from day one.

## Ongoing Learning Opportunities

Invest in ongoing learning through training, mentoring, and coaching.

# Bridging Importance Gaps

## Connect Daily Tasks to Bigger Picture

Linking daily tasks to the overall organisational goals helps employees understand the impact of their work and how it contributes to success.

## Reinforce Priorities through Communication

Clear, consistent communication of priorities ensures that employees are aligned and aware of what matters most to the organisation.

## Set Clear Expectations

Establishing and regularly revisiting expectations allows employees to know their responsibilities and how they can contribute to the team's objectives.

# Eliminating Action Gaps

## Create a Culture of Accountability

Develop an environment where accountability is embraced, not feared. This encourages employees to take ownership of their actions and responsibilities.

## Recognise Action-Oriented Behaviour

Implement systems to recognise and reward those who demonstrate action-oriented behaviour. This reinforces positive actions and motivates others to follow suit.

## Provide Necessary Tools and Support

Ensure that employees have the tools and support needed to take ownership of their roles. This includes resources, training, and a clear understanding of expectations.



# Importance of Gapology in Modern Leadership

- Leaders don't have the luxury of 'figuring things out as they go'. Performance gaps lead to inefficiencies, disengagement, and ultimately, business failure.
- By applying Gapology, leaders can diagnose and fix issues before they become systemic problems.
- It transforms the way leaders think about accountability. Instead of a top-down enforcement mechanism, accountability becomes a shared value—where everyone understands their role and takes responsibility for results.

# Transforming Accountability

Gapology transforms the perception of accountability from a top-down enforcement mechanism to a shared value within teams.

This shift encourages a culture where everyone understands their role and takes responsibility for results. Instead of merely enforcing accountability, leaders build an environment where accountability is embraced, leading to enhanced team dynamics and performance.

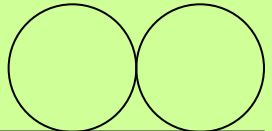


*Leadership requires  
taking full ownership of  
the team's performance  
and gaps.*

If you're a leader, you don't just manage a team—you set the conditions for their success. If something isn't working, it's on you to address it.

'Where are the gaps in your leadership?

'What are you going to do about them?'



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*Thank you*

*Got more questions?  
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