

Map of Key Management Activities

CLARITY: Where are we now?

FOCUS: Where are we going?

CONTROL: How will we get there?

Phase I: Problem Solving

Phase II: Decision Making

Phase III: Planning

1. Identify the Problem

What is not up to standard? (What is up to standard and not being affected?)

Where do we see things below standard? (Where don't we see them?)

When did we first notice this problem? (When didn't we notice it?)

Degree. How far is it from our standard? (How bad could it be, but isn't?)

1. Objectives and Criteria

What results do you want to achieve? Of the desired results, which are Musts and which are Wants?

1. What results is the plan meant to achieve?

What will be different when it is done?

2. List the steps in the plan:

Who?

will do

What?

by

When?

2. Hypothesize possible causes.

What is distinct about problem areas as compared to areas where we don't see the problem?

What has changed in the problem area that has not changed where we don't see the problem?

2. Alternatives and Options

Generate as many alternatives or options for reaching your objectives as you can think of. Then generate a few more.

3. Consider Risk

Generate a list of things that can go wrong and determine:

How likely is something to go wrong?

How serious will it be if it goes wrong?

3. What can go wrong?

Look at each step and ask: "What could go wrong here?" Pay special attention to the more mission-critical steps.

4. Protect the plan:

For each item where you've found something that can go wrong:

Add preventative steps to the plan.

Add contingencies to the plan, should the problem happen despite your preventative steps.

3. Validate cause.

Test your hypothesis on paper.

Test it in real life.

5. Anticipate Obstacles.

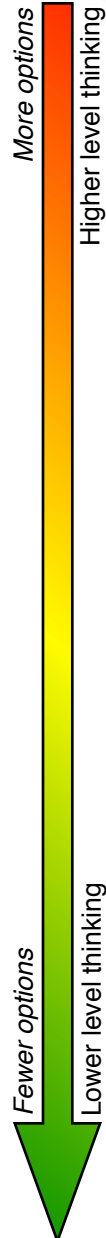
Design indicators within workplan to provide regular reassessment of risk:benefit ratio and early warning of change.

How will we know if something goes wrong? How will we recognize opportunity?

5. Monitor the plan.

Triggers: What will trigger your contingencies?

Milestones: Set up milestones for tracking progress towards your desired results.



Define

Hypothesize

Monitor