

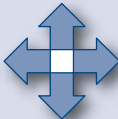





DECISION FOCUS®

FOUR 'TYPES' OF ISSUES

ISSUE TYPE	EXAMPLES	TOOL	TIME FRAME	GOALS
Broad Situation	<ul style="list-style-type: none"> •Lack of clarity around new strategy. •Difficulty getting new employees oriented. •Complex project is difficult to manage. 	SITUATION ANALYSIS 	PAST	<ul style="list-style-type: none"> •Identify & separate the many sub-issues. •Prioritize causes and effects. •Take action to resolve the situation.
Specific Problem Deviation	<ul style="list-style-type: none"> •Erratic web site response time. •Recent test results of product are 40% below normal. •Customers are receiving damaged product. 	PROBLEM ANALYSIS 	PAST	<ul style="list-style-type: none"> •Gather relevant data. •Identify distinctions & changes. •Find & test possible causes. •Implement corrective action.
Decision Choice	<ul style="list-style-type: none"> •Choose best reporting structure for new technology center. •Select appropriate person to lead key project. •Choose best collaboration tools for sales team. 	DECISION ANALYSIS 	PRESENT	<ul style="list-style-type: none"> •Establish criteria for decision. •Compare options against criteria. •Evaluate & assess risk.
Planning or Implementation Project	<ul style="list-style-type: none"> •Implement new e-mail customer feedback process. •Install updates to knowledge management system. •Change sales commission strategy. 	PROBLEM PREVENTION 	FUTURE	<ul style="list-style-type: none"> •Identify potential problems in the plan. •Reduce probability and seriousness of critical failures.