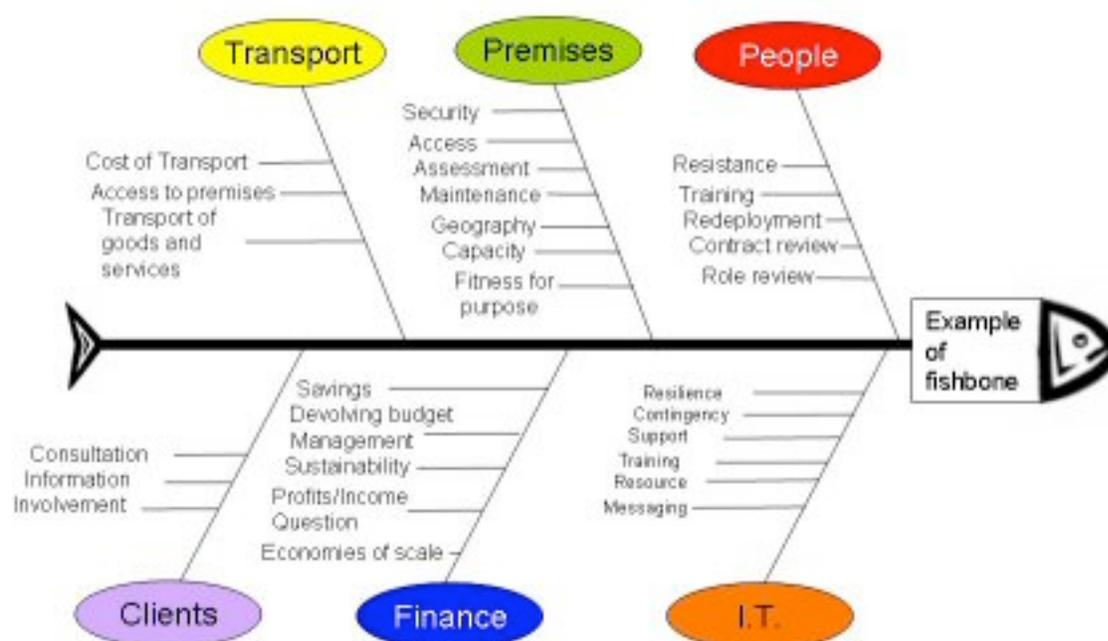


SITUATIONAL ANALYSIS

The FISHBONE Model



1. Identify the problem - what happened
2. List the primary mitigating factors that lead to the situation - why it happened (things like procedures, process, people, training, third parties and so on)
3. Peel the onion on each factor - thorough analysis
4. Brainstorm a list of solutions for each factor - don't be shy
5. Agree on the best immediate solution or idea for each factor - improvement.
6. Develop the Action Plan – specifics (who, what, when and how)

The fishbone approach is effective when you perceive multiple factors having direct impact on the current situation. It also helps to establish situational clarity before moving forward with solutions. Nothing is worse than prescribing a solution before you've really gotten a grasp of the real problem.

Great model to use with a group because it's visual and allows for many ideas and action plans to flow.

The Excellence Approach Formula

The Process for Single Issues:

- 1. Identify Issue...** what is the real issue or challenge?
- 2. Assess current situation...** what kind of overall impact is it having?
Why does this situation need to be changed?
- 3. Generate options...** brainstorm a list of possible solutions, be careful not to discount any ideas too early in the process.
- 4. Evaluate and choose best option(s)...** peel the onion on each option, SWOT of each solution (Strength, Weakness, Opportunity, Threat)
- 5. Develop action plan...** layout the next logical steps, a systematic plan.
- 6. Implement the action plan, responsibilities and accountabilities...**
take action; even if the action implementation is a baby step, it's better than no step.
- 7. Track, measure and evaluate progress...** how are you doing and how do you know?
- 8. Celebrate or correct...** if things are going well, tell others. If things are not going well, make adjustments.

More personal approach to improvement. Effective for identifying gaps in performance and helping individuals with a deliberate plan for closing the gaps. Very useful in a coaching relationship to help elevate specific outcomes and performance.