

# The four most important competencies for being data-driven

2018 CQI Conference

Organizations are  
facing a BIG  
problem using data

# HARD FACTS

DANGEROUS HALF-TRUTHS  
& TOTAL NONSENSE

PROFITING FROM  
EVIDENCE-BASED  
MANAGEMENT

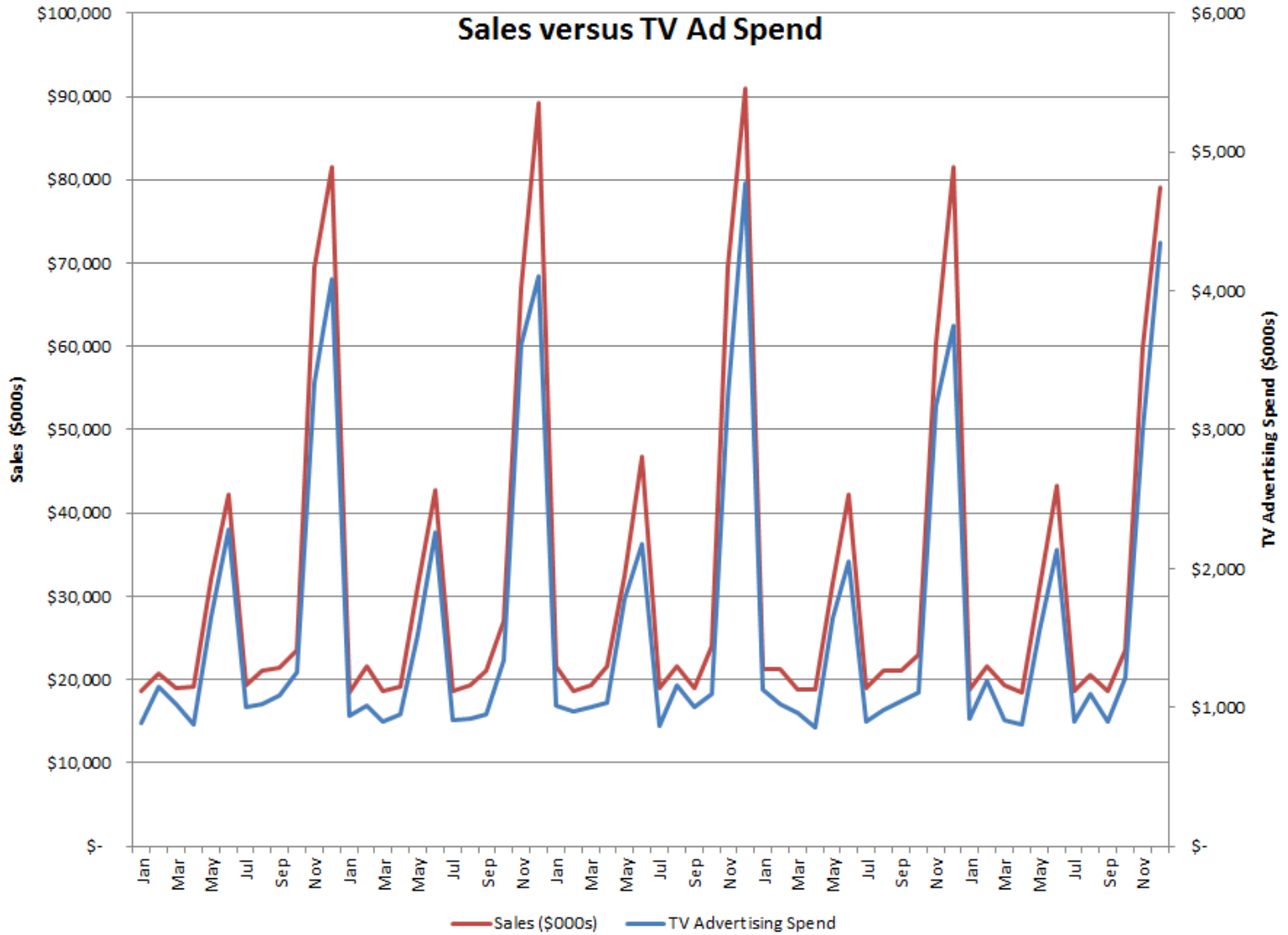
Jeffrey Pfeffer  
Robert I. Sutton

HARVARD BUSINESS SCHOOL PRESS

Course	Course Type	Course Number	Type	Hours	Cost	Rating	Completions
Business writing	CS	CS185598	Self-study	4	75	3.96	4809
Crucial Conversations	CS	CS168720	Classroom	16	350	3.91	6369
Effective Listening	CS	CS183463	Self-study	8	25	3.69	6215
Electronic Medical Records - Introduction	BS	BS157290	Self-study	8	25	4.65	5705
Electronic Medical Records - Planning and analysis	BS	BS186724	Virtual	16	50	3.81	7541
Evidence-based medicine and patient care	PSQ	PSQ138490	Classroom	16	1200	3.76	6681
HIPPA and patient privacy	BS	BS173339	Self-study	4	50	3.85	872
Impacts of the ACA on hospital operations	BS	BS100322	Virtual	4	200	3.5	503
Infection control	PSQ	PSQ152389	Self-study	4	25	4.24	6454
Leadership Forum	LM	LM194232	Classroom	16	1000	3.88	2026
Managing your budget	LM	LM193670	Self-study	8	50	4.47	2630
Maximizing quality care	PSQ	PSQ107991	Virtual	4	25	3.85	7200
Meetings that matter	CS	CS195351	Classroom	8	250	3.51	4119
New employee orientation	O	O116065	Classroom	24	500	3.52	2514
New manager program	LM	LM138200	Classroom	40	750	3.93	3133
Optimizing the patient experience	PE	PE182058	Virtual	4	25	4.71	3968
Patient safety essentials	PSQ	PSQ126468	Self-study	8	50	4.64	6927
Putting the patient first	PE	PE134148	Virtual	4	25	3.73	3448
Sentinel events - lessons learned	PSQ	PSQ131295	Self-study	2	0	4.53	2335
Working as a holistic patient care team	PSQ	PSQ134063	Classroom	8	750	3.8	5716

Count of Status	Column Labels	
Row Labels	Complete	Incomplete
<b>Business Ethics</b>	92%	8%
AGA	94%	6%
BGD	87%	13%
FDEC	97%	3%
MMAT	88%	12%
SRA	95%	5%
<b>Code of Conduct</b>	92%	8%
AGA	72%	28%
BGD	100%	0%
FDEC	91%	9%
MMAT	95%	5%
SRA	97%	3%
<b>Data Privacy</b>	89%	11%
AGA	53%	47%
BGD	95%	5%
FDEC	100%	0%
MMAT	98%	2%
SRA	95%	5%
<b>Internet Ettiquette</b>	97%	3%
AGA	94%	6%
BGD	100%	0%
FDEC	97%	3%
MMAT	100%	0%
SRA	95%	5%

### Sales versus TV Ad Spend



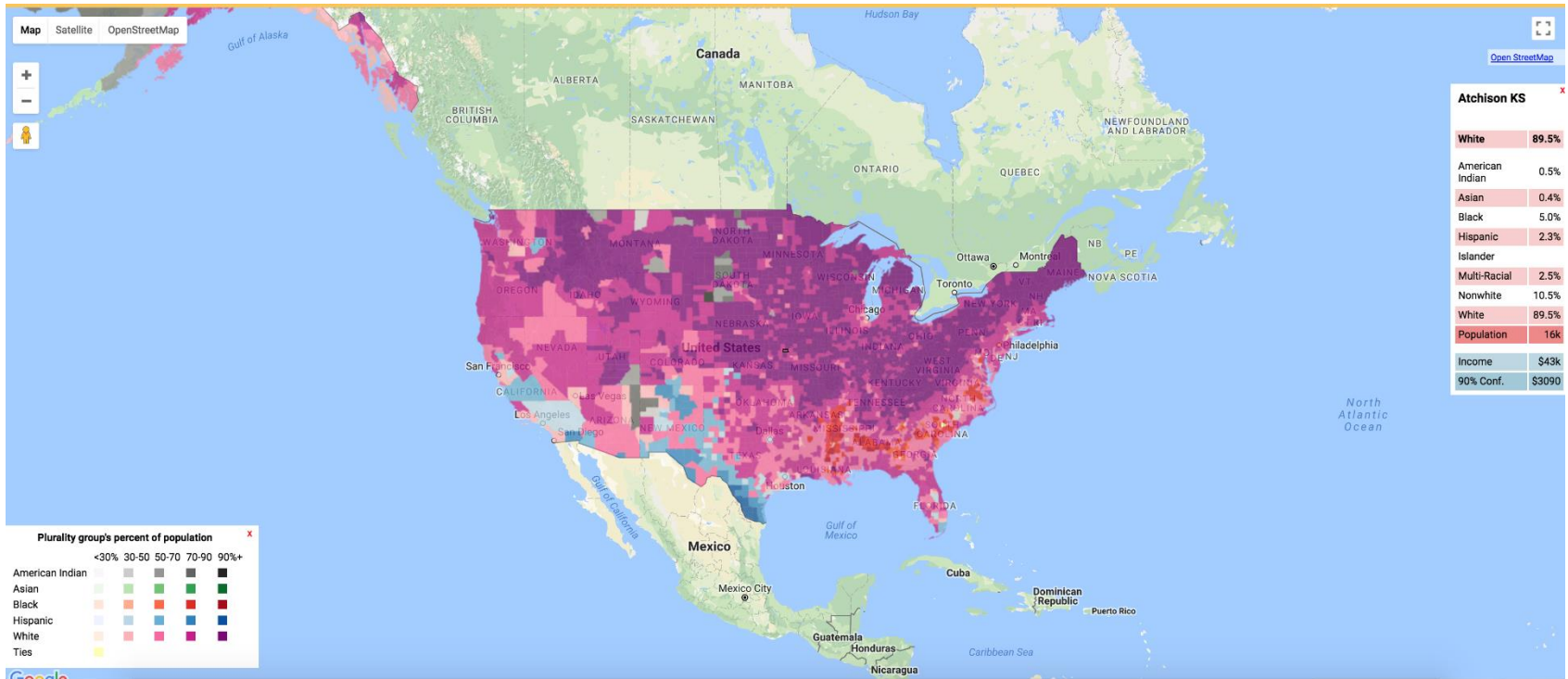
### Quarterly company-wide scorecard

	This quarter	Target	Last quarter
<b>Finance</b>			
Revenue	\$37,103,329 ▼	\$39,432,514	\$40,342,143
Operating expense	\$35,954,312 ▲	\$38,041,534	\$38,954,567
Operating profit	\$1,149,017 ▼	\$1,390,980	\$1,387,576
Investment revenue	\$1,432,254 ▲	\$1,647,092	\$1,303,351
Capital expenses	\$4,750,351 ▼	\$3,325,246	\$4,275,316
<b>Quality</b>			
Manufacturing defect rate	0.53% ▼	0.65%	0.46%
Customer complaints (per 1000 customers)	1.20 ▲	1.51	1.26
Product returns (%)	2.13% ▲	1.60%	2.41%
<b>Customer</b>			
Customer satisfaction	4.13 ▼	4.23	4.38
Likelihood to recommend	4.48 ▼	4.62	4.69
Customer growth	8.40% ▼	9.80%	10.20%
<b>Workforce</b>			
Employee engagement	4.09 ▼	4.79	4.34
# of training hours/employee	23 ▼	18	26

## Item and Category Sales

Category/Item	Sales (\$)			Sales (Units)		Profit			Benchmarks		
	Dollar Sales	MoM Dollar Sales	% Reward Redemption	Units Sales	MoM Sales	Profit	MoM Profit	% Profit	Sales Change Index (\$C)	Profit Change Index (PCI)	Reward Redemption Index (RI)
CANDY	\$2,605	-17%	20%	664	-25%	\$29	-32%	1%	79	64	49
Gum	\$1,443	-18%	32%	482	7%	\$14	-35%	1%	91	67	65
Chocolate Bars	\$272	-18%	7%	89	-63%	\$4	-43%	1%	41	44	17
Bulk	\$891	-18%	1%	93	-26%	\$12	-45%	1%	80	65	5
PACKAGED ICE CREAM/NOVELTIES	\$6,922	-24%	53%	1675	-11%	\$162	-14%	2%	91	89	113
Premium Ice Cream	\$5,155	-21%	45%	1131	-5%	\$136	-14%	3%	90	83	123
Frozen Yogurt/Sherbet	\$1,766	-10%	48%	545	-19%	\$25	-12%	1%	95	88	120
SALTY SNACKS	\$20,338	20%	34%	36344	-11%	\$472	23%	2%	113	115	94
Potato Chips	\$778	12%	5%	653	-9%	\$25	13%	3%	109	111	29
Pretzels	\$268	-19%	1%	202	-33%	\$13	10%	5%	90	103	7
Nuts/Seeds	\$10,303	16%	36%	29434	-14%	\$213	29%	2%	116	128	86
Crackers	\$2,216	12%	3%	1032	-7%	\$56	28%	3%	106	115	28
Other Salty Snacks	\$6,773	-4%	33%	5023	-2%	\$165	21%	2%	99	109	114
HEALTH & BEAUTY CARE	\$54,903	-25%	16%	5854	-16%	\$632	-1%	1%	89	92	56
Cough & Cold Remedies	\$14,559	-16%	24%	1583	9%	\$248	51%	2%	88	104	70
Stomach Remedies	\$517	-24%	1%	40	-35%	\$14	-31%	3%	68	82	3
Grooming Aids	\$3,442	7%	1%	708	-17%	\$58	-15%	2%	108	98	42
Baby Care	\$36,384	-23%	16%	3523	-22%	\$313	-16%	1%	78	77	50
ALTERNATIVE SNACKS	\$14,062	-25%	11%	3735	-24%	\$358	-20%	3%	83	81	34
Meat Snacks	\$2,691	-23%	3%	780	-33%	\$79	-23%	3%	87	80	16
Granola/Fruit Snacks	\$6,867	-22%	25%	2030	-21%	\$135	-24%	2%	80	73	55
Health/Energy/Protein Bars	\$4,503	-22%	2%	925	-32%	\$144	-16%	3%	81	91	5
PERISHABLE GROCERY	\$245	-16%	1%	72	-8%	\$10	-24%	4%	69	73	6
Fruits	\$245	-23%	1%	72	-6%	\$10	-25%	4%	69	66	9
EDIBLE GROCERY	\$4,673	18%	58%	1111	114%	\$107	38%	2%	144	142	292
Packaged Coffee/Tea	\$1,133	7%	29%	292	47%	\$45	33%	4%	115	120	80
Breakfast Cereal	\$2,310	9%	79%	549	220%	\$56	107%	2%	212	216	295
Condiments	\$1,080	-15%	80%	230	-93%	\$0	-92%	0%	0	0	2,541
Other Edible Grocery	\$150	8%	70%	40	52%	\$7	11%	5%	106	102	481
GENERAL MERCHANDISE	\$11,043	20%	29%	1503	75%	\$273	45%	2%	127	139	156
Batteries	\$211	17%	1%	64	41%	\$6	45%	3%	145	141	19
School/Office Supplies	\$1,414	-7%	11%	277	23%	\$54	23%	4%	97	111	39
Wearables/Apparel	\$860	10%	10%	63	65%	\$17	71%	2%	135	165	258
Hardware/Tools/Housewares	\$3,096	14%	66%	690	112%	\$115	91%	4%	133	133	137
Telecommunications Hardware	\$1,852	13%	2%	214	10%	\$59	17%	3%	102	119	16
Propane Exchanges	\$3,610	20%	19%	195	50%	\$21	34%	1%	141	157	183
AUTOMOTIVE PRODUCTS	\$3,417	-11%	77%	653	0%	\$533	-1%	16%	99	94	138
Motor Oil	\$3,417	20%	70%	653	0%	\$533	-1%	16%	103	91	146
COLD/DISPENSED BEVERAGES	\$4,492	-1%	64%	1634	-5%	\$776	-4%	17%	96	91	176
Fountain-Carbonated	\$4,082	-14%	78%	1,484	-5%	\$756	-3%	19%	100	92	172
Fountain-Non-carbonated	\$410	-20%	0%	150	-17%	\$20	-18%	5%	82	81	12
<b>Total</b>	<b>\$122,699.39</b>	<b>-2%</b>	<b>41%</b>	<b>53,246</b>	<b>-5%</b>	<b>\$3,352</b>	<b>1%</b>	<b>3%</b>	<b>97</b>	<b>95</b>	<b>119</b>





	Enterprise	Central	Northeast	Northwest	Southeast	Southwest
Revenue	\$ 37,103,329	\$ 7,420,666	\$ 10,388,932	\$ 4,452,399	\$ 6,678,599	\$ 8,162,732
Operating expense	\$ 35,954,312	\$ 8,269,492	\$ 9,348,121	\$ 5,752,690	\$ 5,393,147	\$ 7,190,862
Operating profit	\$ 1,149,017	\$ (848,826)	\$ 1,040,811	\$ (1,300,290)	\$ 1,285,452	\$ 971,870
Investment revenue	\$ 1,432,254					
Capital expenses	\$ 4,750,351	\$ 4,750,351	\$ 4,750,351	\$ 4,750,351	\$ 4,750,351	\$ 4,750,351
Manufacturing defect rate	0.5%	0.8%	0.5%	0.5%	0.8%	0.8%
Customer complains (per 1000 customers)	1.2	1.3	2.1	1.8	1.8	1.8
Product returns (%)	2.1%	2.1%	1.4%	1.8%	1.9%	1.1%
Customer satisfaction	4.30	4.73	3.89	4.50	4.39	3.72
Customer growth	8%	6%	11%	8%	11%	12%
Likelihood to recommend	4.62	4.88	4.1	4.62	4.5	3.91
Employee Engagement	4.0	4.1	3.7	4.5	3.7	4.1
# of training hours/employee	23	25	21	24	25	14

# Q4 Snapshot

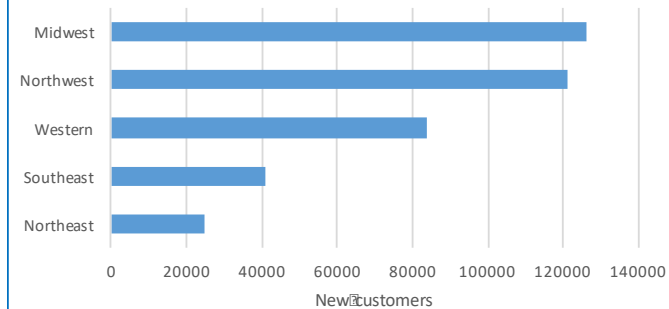
Quarterly company-wide scorecard

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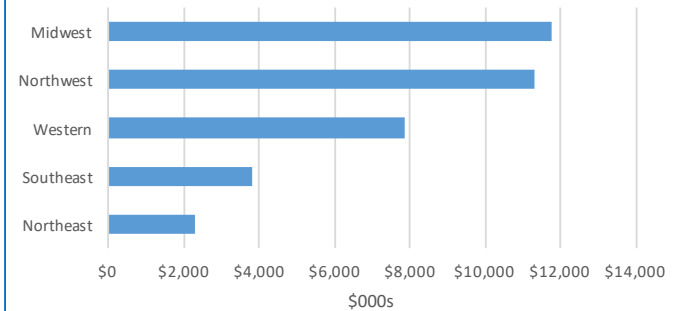
Top 10 Sales People

First	Last	State	Region	Q4 Sales
Katherine	Dunn	California	Western	\$31,210
Benjamin	Ward	California	Western	\$27,430
Raymond	Adams	California	Western	\$23,710
Stephen	Scott	California	Western	\$21,010
Debra	Warren	California	Western	\$20,040
Robert	Williams	California	Western	\$19,960
Catherine	Holmes	California	Western	\$16,230
Theresa	Wagner	California	Western	\$10,720
Michelle	Ortiz	California	Western	\$5,510
Judith	Spencer	California	Western	\$5,070

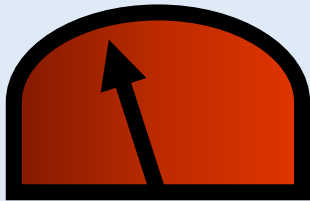
Q4 Customer Acquisition



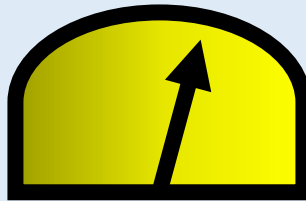
Q4 Revenue



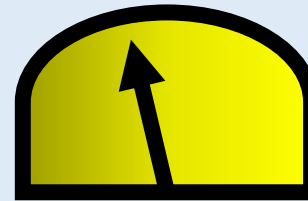
# FY16Q3 DASHBOARD



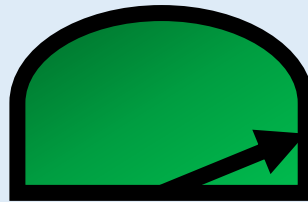
QUALITY  
QAC=.42



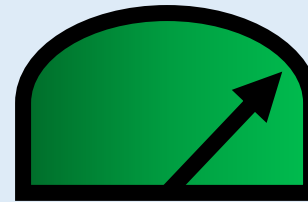
FINANCE  
REV = \$31.2M



FINANCE  
EXP = \$12.3M



CUSTOMER  
NPS = 93.2



WORKFORCE  
EMP ENG = 87.3

Focusing on numbers  
doesn't work

The value of data  
is not  
the data

Nope, not insights...

...but you're getting  
closer



# **Chernobyl Meltdown**



Meltdown Pending!



The value of data  
is  
decisions and  
actions



People want  
answers, not  
numbers

“What programs should we consider cutting?”

“What programs should we add?”

“Where are we struggling to provide good care?”

“What are our biggest quality issues?”

“What threats are we facing?”

Column Labels		B24b compliance			B24c compliance			
Row Labels	Sum of Target	Sum of Current Month	Sum of Last Month	Sum of Target	Sum of Current Month	Sum of Last Month	Sum of Target	Sum of Current Month
Ahmed Singh								
BCI-32	0.95	0.90						
BUD-39	0.93	0.88						
CDM-23	0.96	0.88						
CLB-68	0.96	0.90						
DEF-58	0.96	0.91						

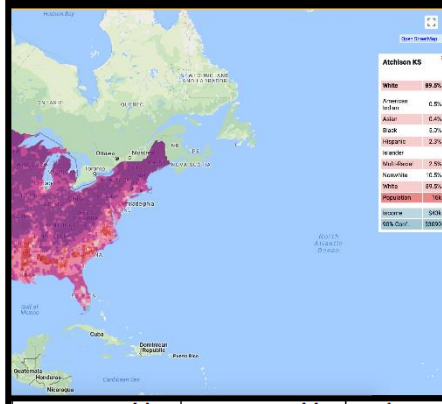
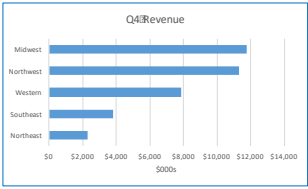
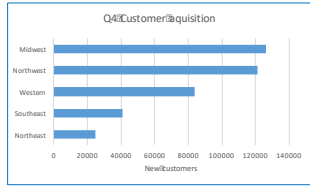
### Quarterly company-wide scorecard

	This quarter	Target	Last quarter
Revenue	103,329	\$39,432,514	\$40,342,143
Operating expense	954,312	\$38,041,534	\$38,954,567
Operating profit	149,017	\$1,390,980	\$1,387,576
Investment revenue	432,254	\$1,647,092	\$1,303,351
Capital expenses	750,351	\$3,325,246	\$4,275,316
Customer attrition (actual)	21,467	19,320	17,900
Customer attrition (target)	19,320	16,770	16,770
Total customers (actual)	61,520	45,525	68,862
Total customers (target)	45,525	57,844	59,576
Employee engagement	0.53%	0.65%	0.46%
# of training hours/Employee	1.20	1.51	1.26
# of training hours/Employee	1.60%	2.41%	2.41%
Compliance Report			
Business Ethics	94%	87%	97%
Code of Conduct	72%	100%	91%
Data Privacy	53%	95%	100%
Internet Etiquette	94%	100%	97%
Sexual Harassment	75%	97%	97%
Employee satisfaction	252,083	211,750	316,795
Employee satisfaction	208,319	191,653	208,319

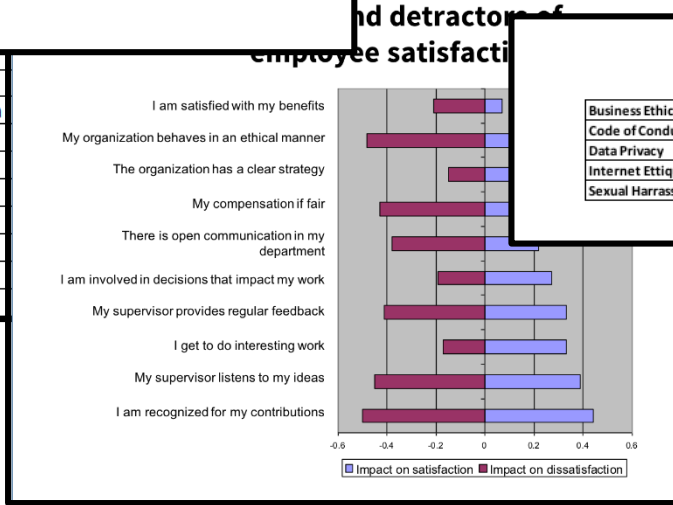
### Q4 Snapshot

	This quarter	Target	Last quarter
Revenue	103,329	103,329	103,329
Operating expense	954,312	954,312	954,312
Operating profit	149,017	149,017	149,017
Investment revenue	432,254	432,254	432,254
Capital expenses	750,351	750,351	750,351
Quality			
Manufacturing defect rate	0.5%	0.6%	0.4%
Customer complaints per 1000 customers	1.20	1.51	1.26
Product returns (%)	2.1%	1.6%	2.4%
Customer satisfaction	4.3	4.2	4.3
Likelihood to recommend	4.6%	4.6%	4.6%
Customer growth	4.6%	3.8%	10.2%
Workforce			
Employee engagement	0.53%	0.7%	0.4%
# of training hours/Employee	1.20	1.51	1.26

First	Last	State	Region	CS Sales
Catherine	Dunn	California	Western	\$11,210
Benjamin	Ward	California	Western	\$7,710
Raymond	Adams	California	Western	\$7,710
Stephen	Scott	California	Western	\$1,010
Debra	Warren	California	Western	\$2,040
Robert	Williams	California	Western	\$19,960
Catherine	Holmes	California	Western	\$16,230
Theresa	Wagner	California	Western	\$8,720
Michelle	Ortiz	California	Western	\$5,310
Judith	Spencer	California	Western	\$5,070



Adequacy of	Europe-Eastern
Associates	Europe-Western
I was greeted	Middle East and Africa
Associates	US-Midwest
Cleanliness	US-North
Associates	US-Northeast
Product selection	US-Pacific
Product selection	US-Southeast
	US-Southern
	US-Western



	AGA	BGD	FDEC	MMAT	SRA
Business Ethics	94%	87%	97%	88%	95%
Code of Conduct	72%	100%	91%	95%	97%
Data Privacy	53%	95%	100%	98%	95%
Internet Etiquette	94%	100%	97%	100%	95%
Sexual Harassment	75%	97%	97%	93%	100%

People want  
simple, clear  
answers to their  
questions

Your brain isn't very  
good with numbers

- The value of data is not the data
- People want answers
- Our brains aren't good with data



Critical  
Thinking

Leadership  
Courage

Business  
Acumen

Communi-  
cation

Critical  
Thinking

Leadership  
Courage

Business  
Acumen

Communi-  
cation

Team	% follow up calls	Customer Satisfaction (0-100)
A	57	73
B	68	78
C	39	61
D	41	62
E	56	74
F	54	68
G	52	65
H	85	95
I	71	82
J	29	43

## Satisfaction

**Dept**

**(0-100)**

Dept H

84

Dept I

82

Dept F

79

Dept B

76

Dept J

76

Average (75.2)

Dept D

73

Dept A

72

Dept E

70

Dept C

65

Dept G

58

# Likelihood to recommend

**Semi-**

**Private**

81.7

**Private**

82.1

	<b>Semi- Private</b>	<b>Private</b>
Male	82.5	82.1
Female	81.2	82.1

Critical  
Thinking

Leadership  
Courage

Business  
Acumen

Communi-  
cation

### Quarterly company-wide scorecard

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Revenue	\$37,103,329 ▼	\$39,432,514	\$40,342,143
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<b>Quality</b>			
Manufacturing defect rate	0.53% ▼	0.65%	0.46%
Customer complaints (per 1000 customers)	1.20 ▲	1.51	1.26
Product returns (%)	2.13% ▲	1.60%	2.41%
<b>Customer</b>			
Customer satisfaction	4.13 ▼	4.23	4.38
Likelihood to recommend	4.48 ▼	4.62	4.69
Customer growth	8.40% ▼	9.80%	10.20%
<b>Workforce</b>			
Employee engagement	4.09 ▼	4.79	4.34
# of training hours/employee	23 ▼	18	26



# Metrics Literacy

Meaning

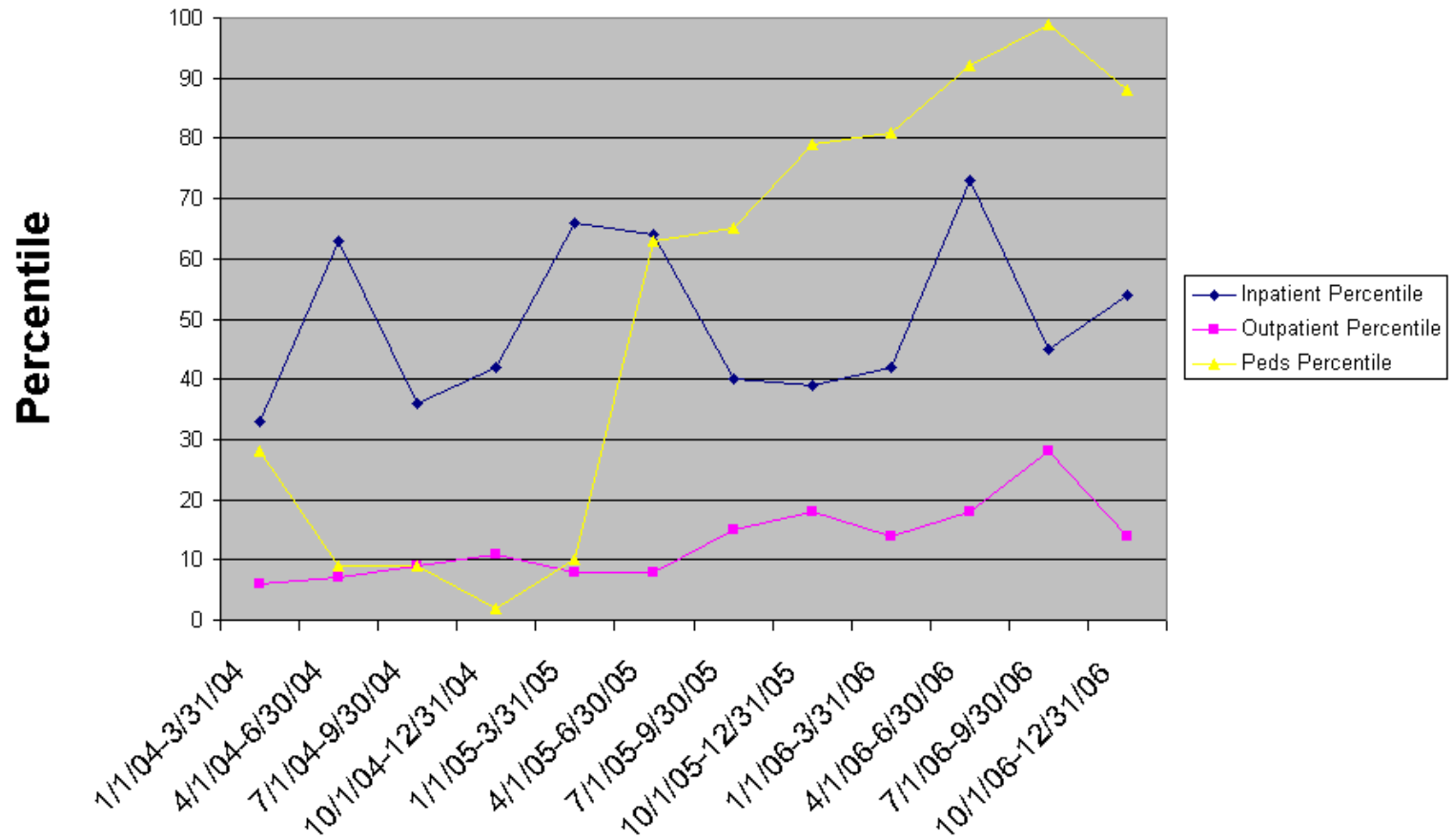
Formula

Relative  
or  
Absolute

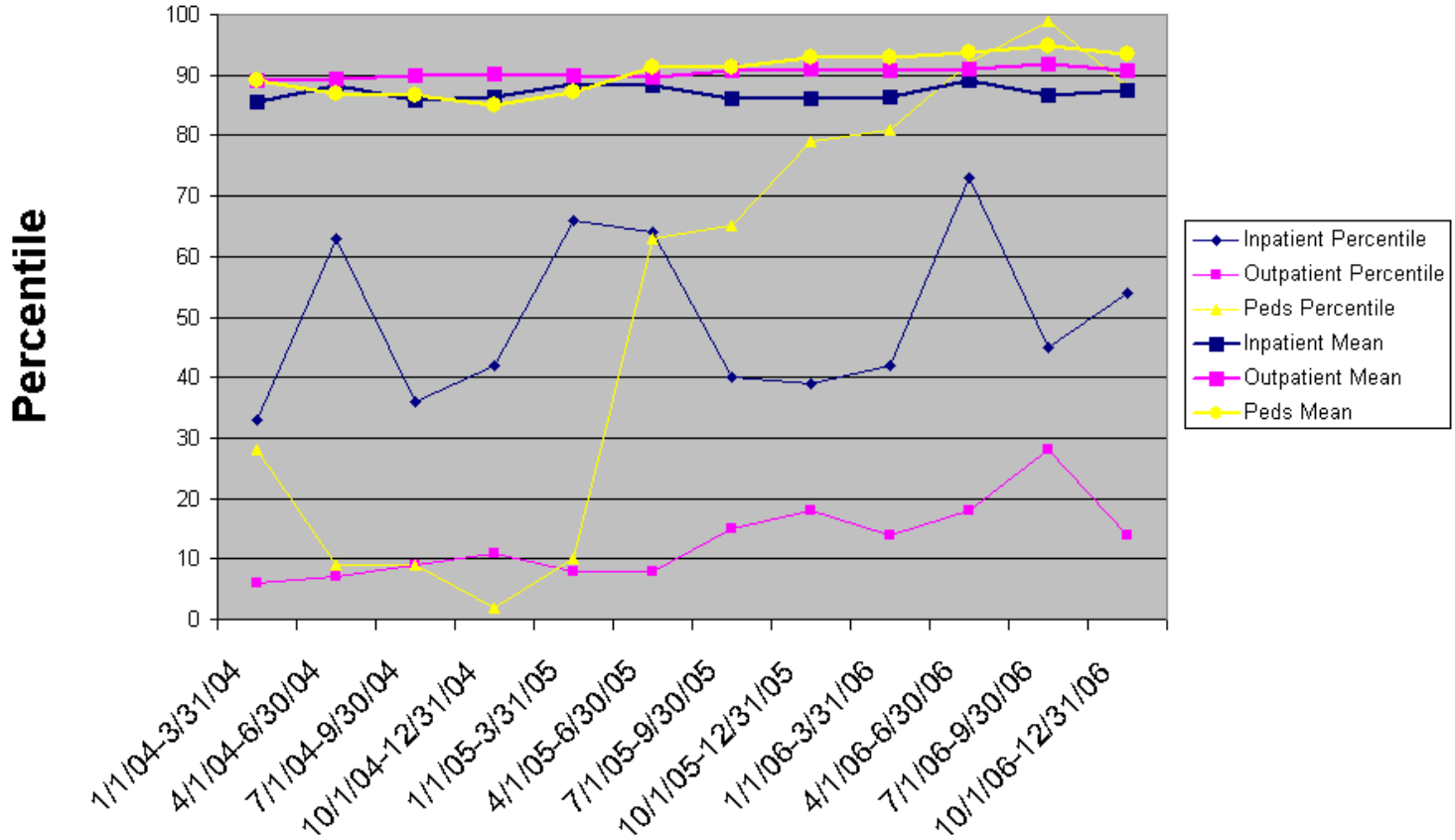
Range

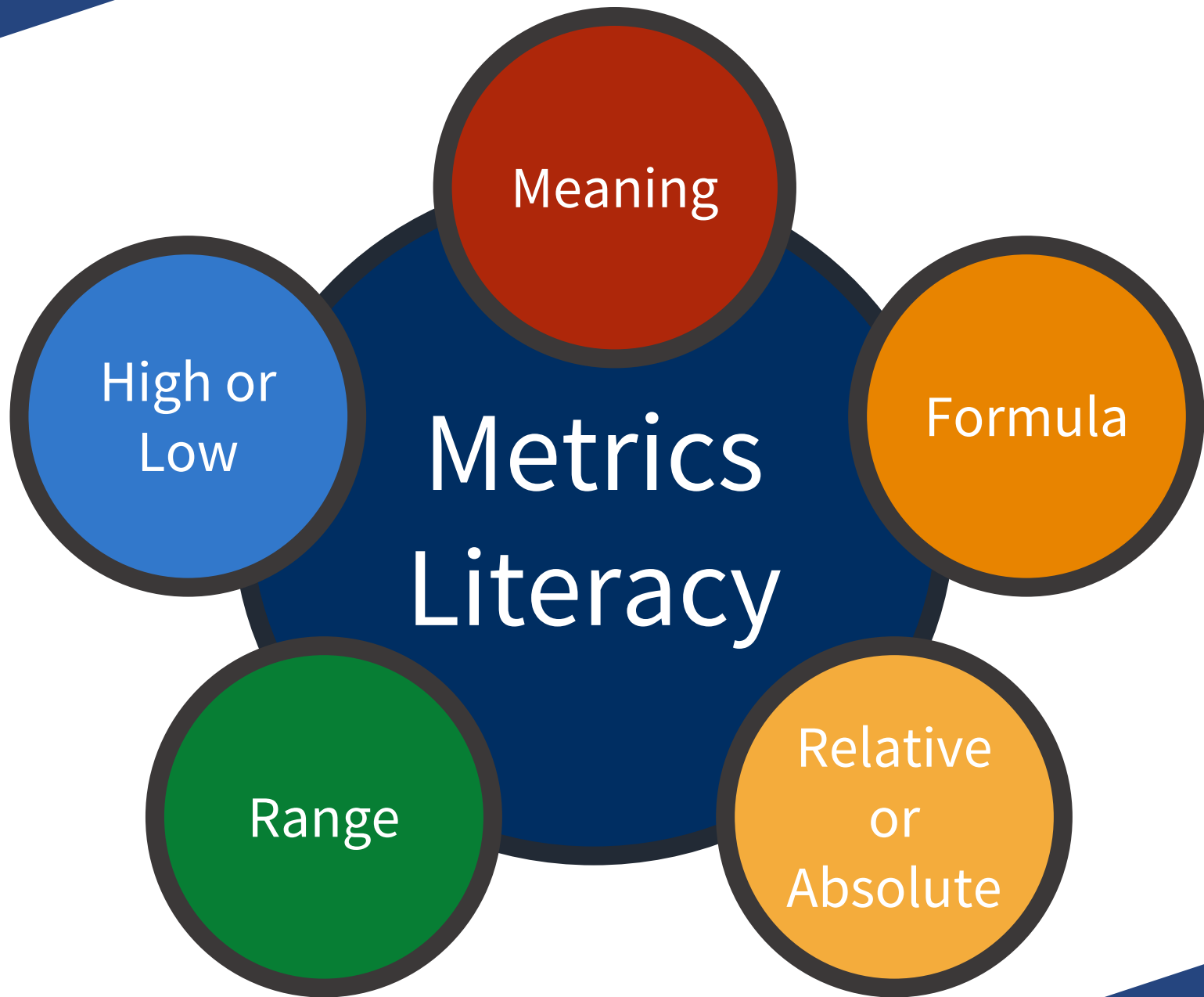
High or  
Low

## Likelihood to recommend



# Likelihood to recommend





“A 143 percent ROI means that for every dollar spent on the project the company is gaining 43 cents.

On the other hand, a 35 percent ROI means that for every dollar spent they are losing 65 cents.”

# Metrics Literacy

Meaning

Formula

Relative  
or  
Absolute

Range

High or  
Low

Which teams generates the most revenue?

Collections by team

A. 92%

B. 98%

C. 90%

Who is most efficient at  
implementing ideas?

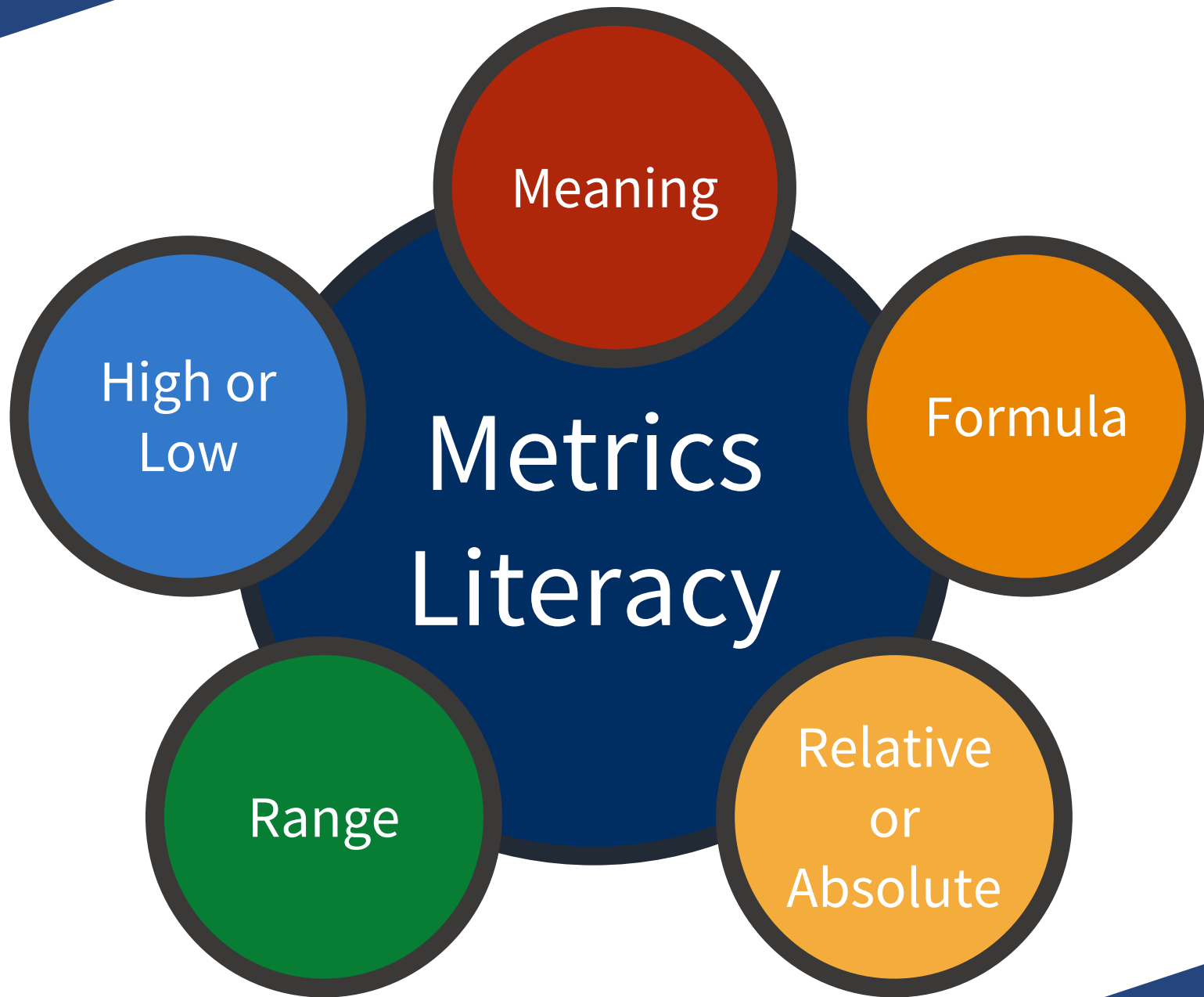
Ideas implemented by team

A 108

B 52

C 87





Meaning

Formula

Relative  
or  
Absolute

Range

High or  
Low

Metrics  
Literacy

Critical  
Thinking

Leadership  
Courage

Business  
Acumen

Communi-  
cation

It doesn't matter  
how good your  
analysis is if no one  
can understand it

“New research shows the average pretax income of the bottom 50 percent of U.S. adults has stagnated since 1980, while the share of income of U.S. adults in the bottom half of the distribution collapsed from 20 percent in 1980 to 12 percent in 2014. In a mirror-image move, the top 1 percent commanded 12 percent of income in 1980 but 20 percent in 2014.” (Crain’s Chicago)

“A man who was using the identity of an 8-year-old boy who died in a Texas car crash in 1945 when he killed himself in 2002 was identified as a 75-year-old Ohio man who vanished in 1965, federal marshals revealed Thursday.” (Fox news)

“Meghan Markle Wears  
Dress by Emilia Wickstead  
Who Denied Claims She Said  
Her Bridal Gown Copied  
Hers” (People.com)

“If we do not know that we have no reason to believe or disbelieve anything, so we have no rational reason to read any info whose reliability cannot be determined.” (My daughter’s Critical Thinking professor)

Simplicity drives  
understanding



# The 1:1:1 Rule

## Inequality is getting worse

The average income of the bottom half of wage earners has been flat since 1980, while the amount of income that wage earners in the bottom 50 percent controlled collapsed from 20 percent in 1980 to 12 percent in 2014. In an exact opposite move, the people in the top 1 percent controlled 12 percent of income in 1980 but 20 percent in 2014.

1 idea per sentence

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The bottom half of wage earners have taken quite a hit. Their average pretax income has stagnated since 1980.

Also, their share of income decreased from 20 percent (1980) to 12 percent (2014).

## ORIGINAL

The average income of the bottom half of wage earners has been flat since 1980, while the amount of income that wage earners in the bottom 50 percent controlled collapsed from 20 percent in 1980 to 12 percent in 2014

19.7

## REVISED

The bottom half of wage earners have taken quite a hit. Their average pretax income has stagnated since 1980. Also, their share of income decreased from 20 percent (1980) to 12 percent (2014).

9.7

1 theme per paragraph

## Inequality is getting worse

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The bottom half of wage earners have taken quite a hit. Their average pretax income has stagnated since 1980. Also, their share of income decreased from 20 percent (1980) to 12 percent (2014).

The trend is opposite for the top 1 percent. During the same timeframe, their share of income increased from 12 percent to 20.

Inequality is getting worse

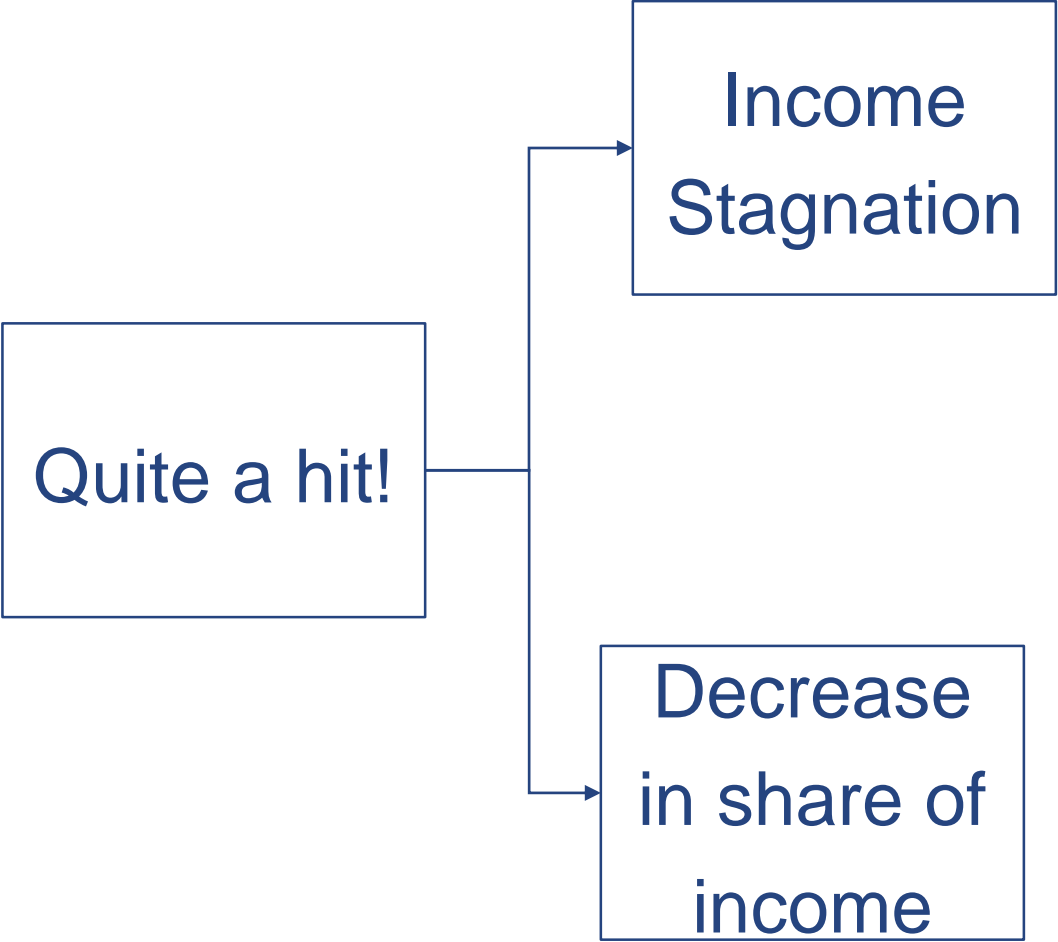
The bottom half of wage earners **have taken quite a hit**. Their average pretax income has stagnated since 1980. Also, their share of income decreased from 20 percent (1980) to 12 percent (2014).

The trend is opposite for the top 1 percent. During the same timeframe, their share of income increased from 12 percent to 20.

The diagram consists of three rectangular boxes with blue borders, arranged horizontally. The first box on the left contains the text 'Income Stagnation'. To its right is a large blue plus sign. The second box contains the text 'Decrease in share of income'. To its right is a large blue equals sign. The final box on the right contains the text 'Quite a hit!'. The entire diagram is set against a white background with dark blue decorative shapes in the top-left and bottom-right corners.

$$\text{Income Stagnation} + \text{Decrease in share of income} = \text{Quite a hit!}$$





Inequality is getting worse

The bottom half of wage earners have taken quite a hit. Their average pretax income has stagnated since 1980. Also, their share of income decreased from 20 percent (1980) to 12 percent (2014).

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# 1:1:1 Rule

1 idea per sentence

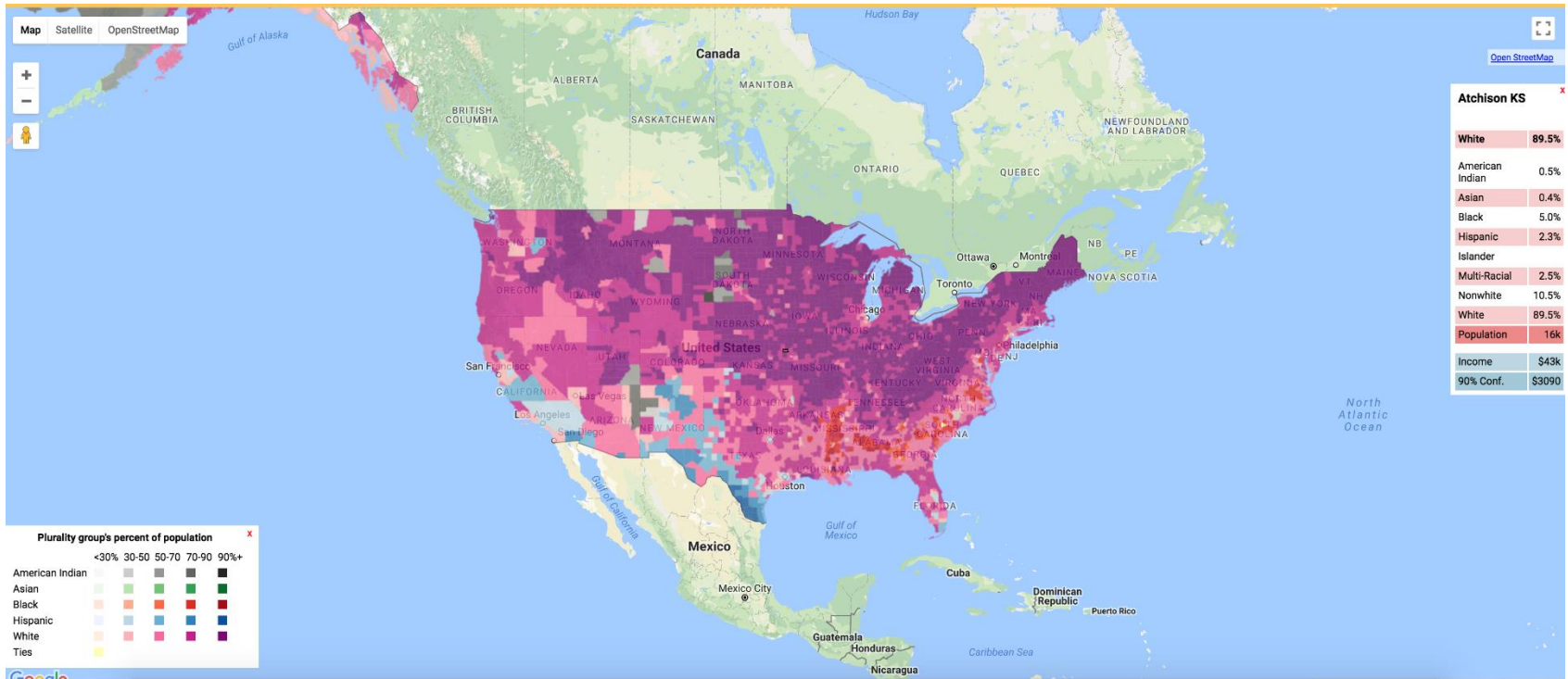
1 theme per paragraph

1 decision per presentation

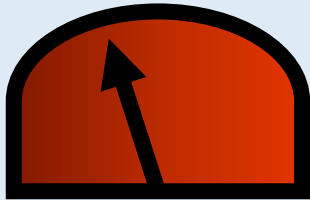
# The “Five Second” Rule

### Quarterly company-wide scorecard

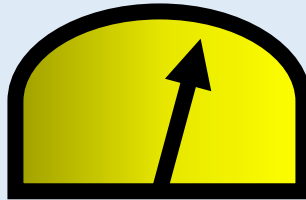
	This quarter	Target	Last quarter
<b>Finance</b>			
Revenue	\$37,103,329 ▼	\$39,432,514	\$40,342,143
Operating expense	\$35,954,312 ▲	\$38,041,534	\$38,954,567
Operating profit	\$1,149,017 ▼	\$1,390,980	\$1,387,576
Investment revenue	\$1,432,254 ▲	\$1,647,092	\$1,303,351
Capital expenses	\$4,750,351 ▼	\$3,325,246	\$4,275,316
<b>Quality</b>			
Manufacturing defect rate	0.53% ▼	0.65%	0.46%
Customer complaints (per 1000 customers)	1.20 ▲	1.51	1.26
Product returns (%)	2.13% ▲	1.60%	2.41%
<b>Customer</b>			
Customer satisfaction	4.13 ▼	4.23	4.38
Likelihood to recommend	4.48 ▼	4.62	4.69
Customer growth	8.40% ▼	9.80%	10.20%
<b>Workforce</b>			
Employee engagement	4.09 ▼	4.79	4.34
# of training hours/employee	23 ▼	18	26



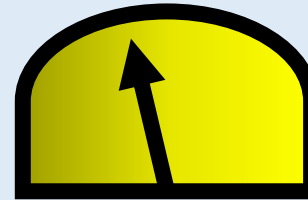
# FY16Q3 DASHBOARD



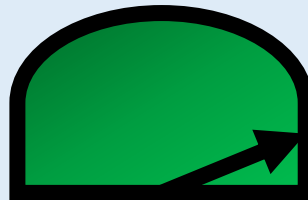
QUALITY  
QAC=.42



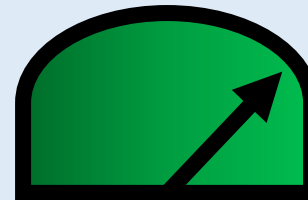
FINANCE  
REV = \$31.2M



FINANCE  
EXP = \$12.3M

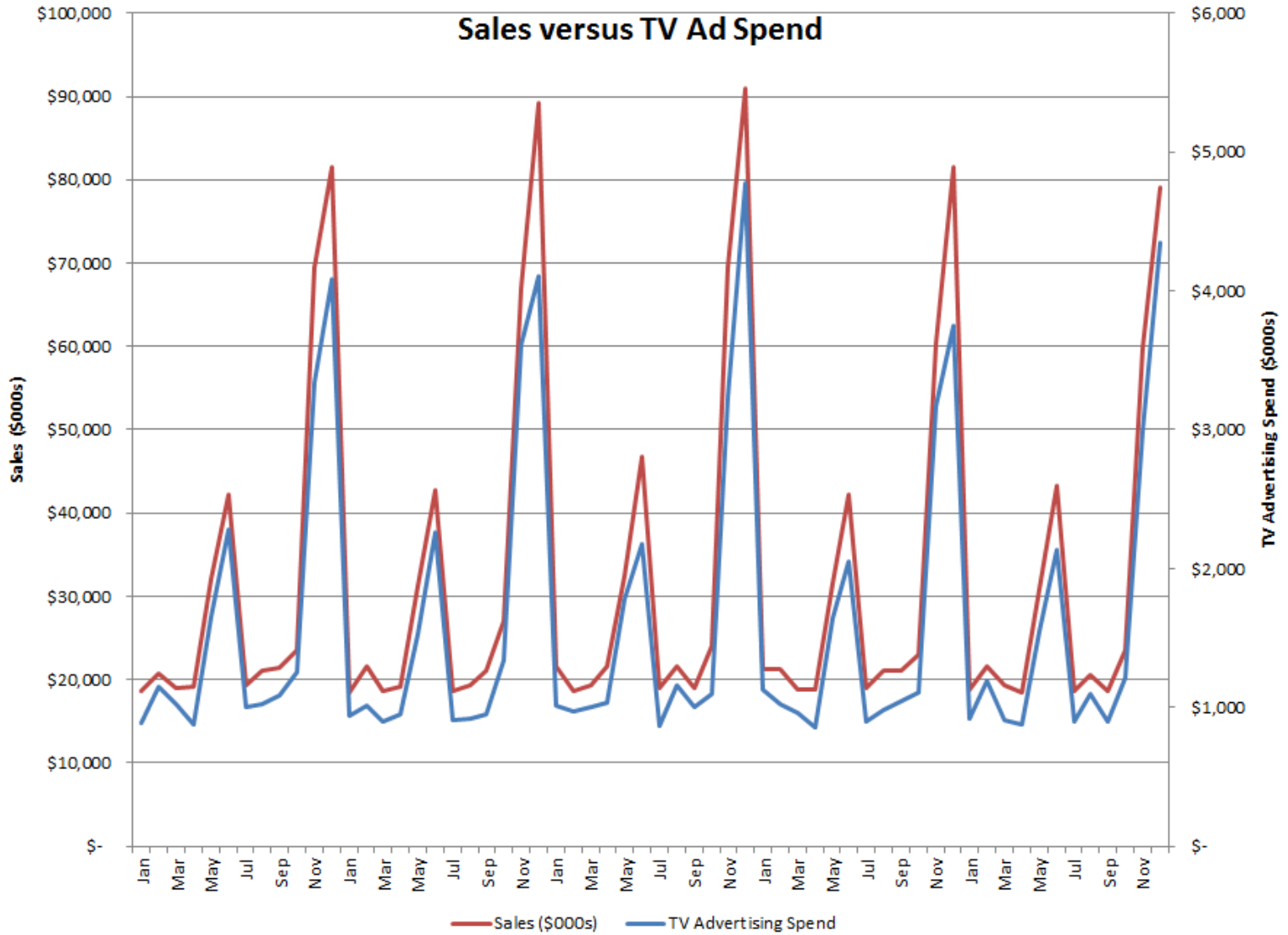


CUSTOMER  
NPS = 93.2



WORKFORCE  
EMP ENG = 87.3

### Sales versus TV Ad Spend





We have a seasonality trend

- Large increase—November/  
December
- Small increase— May/June

## We need to focus on rebuilding the Southeast region

- Not keeping up with the market
- Not meeting organizational goals
- Leadership issues

**5 Sec = Point + Proof**

DALTEIS  
PCRDEIT  
INASTED  
CTNEOXT  
UEDANTNSRD

You have probably seen an example on Sicaol Mieda where there is a paragraph of words that are scrambled. Despite this, you are still able to read the paragraph relatively easily. The reason for this is that your brain does not use details when making sense of things. Instead it uses context to help predict and understand what word you may be seeing.

Context creates  
meaning

What's the  
problem?

Make them  
interested

What's the  
impact?

Make them  
care

What's the  
driver?

Make them  
anticipate

# A good story . . .

- Can be understood without knowledge of your business
- Is easy to follow
- Causes the listener to predict your recommendation



Set Context	Slide 1: Problem, Impact
	Slide 2: Drivers
Make your recommendation	Slide 3: Six word story
Support your recommendation	Current Evidence- Positive decision criteria
	Slide 4: Future Evidence
Acknowledge contrary evidence	Slide 5: Negative decision criteria
Lay out a plan	Slide 6

What  
Why  
But  
And

What?

What do they  
need to know?

Why?

Why do you  
believe that?

But

What's different  
from the main  
story?

And

What is your  
action plan?

# Things are going well status

<b>What</b>	Overall, our operations are in good shape
<b>Why</b>	<ul style="list-style-type: none"><li>• We have reduced costs</li><li>• We are hitting out quality targets</li><li>• We are delivering on time</li></ul>
<b>But</b>	However, employee engagement is starting to slip. This is due to increases in overtime because of staffing shortages.
<b>And</b>	We've launched an aggressive recruiting initiative. We expect to fill all open positions within the next six weeks.

# We've got problems status

<b>What</b>	We need to overhaul our marketing strategy
<b>Why</b>	<ul style="list-style-type: none"><li>• Sales have been steadily declining across the organization</li><li>• We've lost market share over the past six quarters</li><li>• We are losing preferred shelf placement at retailers</li><li>• Our competitors are aggressively targeting our customers</li><li>• Consumers have become more price sensitive</li></ul>
<b>But</b>	However, overall satisfaction with our products remains high
<b>And</b>	<p>We've issued an RFP to several marketing firms</p> <ul style="list-style-type: none"><li>• We expect to select one within the next three weeks</li><li>• We will launch a new marketing campaign at the start of the next quarter</li></ul>

Critical  
Thinking

Leadership  
Courage

Business  
Acumen

Communi-  
cation

