

System Failure Diagnostic

Before choosing a solution, consider:

1. Ownership

- Who owns the process? Who decides?
- Is ownership documented? Where?
- Does everyone agree who owns it? How is this determined?

2. Visibility

- Can everyone see where the work currently sits? Where?
- Can anyone identify where delays occur? How?

3. Handoffs

- How many times does work change hands? Who does it go to?
- What happens if someone is unavailable? Every time?
- Are handoffs explicit or assumed? Where is this formalized?

4. Documentation

- Is the process documented? Where?
- Is the documentation current? How often is it updated? By whom?
- Do people use it? How is this measured?

5. Feedback

- How do users report problems? Where does this go?
- What happens after they do? Is there a formal process?
- Does the organization learn from recurring issues? How?

6. Change Management

- Are solutions tested before implementation? How? By whom?
- What training needs will a solution introduce? Who owns this?
- Are there policies and procedures that will need to be modified? Which? To what extent?
- Does the solution introduce a need for additional tasks or controls? What are they?

7. Reflection

- Which of these areas is presenting the biggest challenge?
 - What evidence supports this?
- Are we solving the underlying problem, or responding to the symptoms?
 - Does the proposed solution *truly* eliminate the problem?