

## Using Short-Form Situation Appraisal

You'll find that Situation Appraisal, more than any of the other rational processes, fits into your everyday thinking and activities. Why? Because, by definition, it is an appraisal; and your mind is constantly reviewing and evaluating data and information. You receive e-mails, voice mails, phone calls, and other correspondence from colleagues, clients, and vendors. And of course, you're expected to continually survey your areas of responsibility, looking for situations that require clarification and action. It's your job to see that your operation proceeds according to plan.

Although conducting a thorough and complete Situation Appraisal is the most effective method for appraising and documenting a situation, there are other opportunities for you to use the same type of logical thinking in day-to-day activities.

Quickly identify threats and opportunities to:

- Help produce a status report
- Prepare a list of actions
- Focus a meeting
- Get your bearings in an emergency
- Clarify an unfamiliar situation

Quickly set priority to:

- Build all aspects (Current Impact, Future Impact, Time Frame) of priority setting into work planning as you review your "to do" lists
- Handle requests for your services

Using short-form Situation Appraisal will also help you to separate and clarify concerns. This way, you'll be able to clearly understand information from others and be certain you're dealing with facts. For example, a colleague may ask you for your advice on the "morale" problem in her department. Responding by asking, "What do you mean by 'morale'?" or "What tells you that you have a 'morale' problem?" will help you clarify and resolve the true concern.