



Identify Concerns			Set Priority								
Identify the theme		Separate and clarify concerns Create action statements			Use knowledge and experience OR						
What are the primary areas of concern? What is the theme for this Situation Appraisal?		Separate  Is there more than one issue	Clarify  What exactly do we mean by?	Does each separated and clarified concern indicate the action needed to resolve it?	Which concerns should we work on first? What is the priority order of the remaining concerns? Mark highest overall priority order.			t overall priority (*)			
What boundaries will help focus	our attention and resources?	in this concern?			Use current impact,		future impact,		and time fi	and time frame	
		What's the evidence? What else concerns us about?	What exactly is?	Is the action about a deviation, a choice, a threat, or an opportunity?	What is the actual impact (up	to now)	What will be the anticipate		What is the deadline after	er which this	Assess
List con	List concerns			Do we simply need to get something done?	of this not being resolved? (on people, safety, costs, etc.)		(in the future) if this is		will be difficult, expensive, etc.		combinations
What deviations are occurring?	What decisions need to be made?	Can this concern be resolved by a			Which concern(s) are having t		left unresolved? (on people, safety, cos	ts, etc.)	When do we need to sta	rt?	horizontally
What plans should be implemented? What threats exist?	What changes are anticipated? What opportunities exist?	single analysis or action? What's the evidence?			greatest current impact? F		Which concern(s) will have		Which concern(s) will be	hardest to	Set priority order
What throats oxist:	vinat орронативо влы:	What o the originals.			relatively H/M/L (±)	M/L (±) greatest future impact? relatively H/M/L (±)		? Rate	e resolve later? Rate relatively based on overall H/M/L (±) combinations		based on overall
						<b>a</b> .					
Conce	erns	Separated and Cla	rified Concerns	Action Statements	Current Impact	CI Priority	Future Impact	FI Priority	Time Frame	TF Priority	Overall Priority
											· ••••••••••••••••••••••••••••••••••••
											· · · · · · · · · · · · · · · · · · ·
									•••••		•••••
								:			
						<u>:</u>					· •
								<u> </u>			
									••••••		·····
								<u> </u>			
									•••••		•••••
									•••••		
											· ······
											· ••••••
					•		• • • • • • • • • • • • • • • • • • • •	·· <b>.</b>	•••••		• • • • • • • • • • • • • • • • • • • •
											·
						<u> </u>		<u> </u>			
											· ·····
									••••••		•••••
											· · · · · · · · · · · · · · · · · · ·
											· ••••••••••••••••••••••••••••••••••••
				-							
											· ·····
											· ·····
						-		<del>-</del>			
											••••••
							-				
											· •
											· ·····
											· ······
				-		•		•		•	





### **Plan Next Steps Determine resolution approach**

What steps or actions are required to resolve this concern?

Is the action about a deviation, a choice, a threat, an opportunity,

or something that just needs to be done?

What analytic process (and how much) is required for resolution?

What follow-on steps or actions are needed? What else?

### **Plan Involvement**

#### **Determine help needed**

Who needs to do what and by when? Who needs to be involved for:

- Superior solution? Creativity?
- Approval?
- Development?
- Commitment?
- Structure? Support?
- Implementation?
- Information? Analysis?
- Consensus? Goal agreement?

 ripioriioritat	011.	aoui	agrooi

Process Needed	Next Steps (What)	Who	By When
•••••••••••••••••••••••••••••••••••••••			······
•••••••••••••••••••••••••••••••••••••••			•••••••••••••••••••••••••••••••••••••••
······································			······································
······································			•••••••••••••••••••••••••••••••••••••••
······································			•••••••••••••••••••••••••••••••••••••••
			<u> </u>
•••••••••••••••••••••••••••••••••••••••			•••••••••••••••••••••••••••••••••••••••
•••••••••••••••••••••••••••••••••••••••			•••••
······································			•••••••••••••••••••••••••••••••••••••••
			·
			<b></b>
			······
			······
			<u></u>



Make a choice



### 1 Identify Concerns

### What is a concern?

A feeling that you need to do something.

Fix a problem Make sure an action or plan works

Understand unclear issues

A concern can be a single issue or a group of issues Different types of concerns require different approaches

Are any of the concerns facing us unclear? Is the number of concerns facing us overwhelming? Are we unclear in which order to address the concerns? Are we unclear about how to resolve the concerns?

When to use Situation Appraisal?

Yes to any of the above = use Situation Appraisal

#### **Identify the theme**

What are the primary areas of concern? What boundaries will help focus our attention and resources? What is the theme for this Situation Appraisal?

#### List concerns

What deviations are occurring? What decisions need to be made? What plans should be implemented?

What changes are anticipated? What threats exist? What opportunities exist? What else?

#### **Separate and clarify concerns**

### Separate

Is there more than one issue in this concern? What's the evidence? What else concerns us about ...? Can this concern be resolved by a single analysis or action? What's the evidence?

Clarify What exactly do we mean by ...?

What exactly is...?

#### **Create action statements**

Does each separated and clarified concern indicate the action needed to resolve it?

Is the action about a deviation, a choice, a threat, or an opportunity?

Do we simply need to get something done?

If the action is not clear, rewrite the concern as a...

Problem Statement (object and deviation)

Decision Statement (choice word, result, and modifiers)

Potential Problem Statement (action or plan that needs protecting and end result) Potential Opportunity Statement (action or plan that needs leveraging and end result)

Situation Theme Statement (a separate category of concerns that need appraising)

If the action required is still unclear, separate and clarify further

#### 2 Set Priority

#### Use knowledge and experience

Which concerns should we work on first?

If clear, or if immediate action is needed, set the priority order: Examine the list of action statements Identify those to address immediately and those to delay Mark the highest priority concerns with asterisks (\*)

If unclear, or if you cannot agree on priority order, use current impact, future impact, and time frame

# OR

## Use current impact, future impact, and time frame

Current impact = actual impact up until this moment on people, safety, cost, customers, productivity, reputation, etc.

Future impact = anticipated impact from this moment forward, if left unresolved, on people, safety, cost, customers, productivity, reputation, etc.

Time frame = deadline (clock and calendar time) after which resolution will become difficult, expensive, impossible, or meaningless to resolve

What is the current impact of this concern not being resolved?

What will be the future impact if this is left unresolved?

What is the time frame (specific time or date) when this will become difficult, expensive, impossible, or meaningless to resolve?

Confirm and record specific, supporting data for current impact, future impact, and time frame

### 3 Plan Next Steps

#### **Determine resolution approach**

What steps or actions are required to resolve this concern? Is the action about a deviation, a choice, a threat, an opportunity,

or something that just needs to be done? What analytic process (and how much) is required for resolution?

What follow-on steps or actions are needed? What else?

Record the process and other actions needed for resolution

Superior solution?

Approval?

Development?

PA = Deviation? Cause unknown? Need to know cause?

DA = Choice?

*PPA* = *Action or plan to protect?* 

POA = Action or plan to enhance?

SA = Further clarification?

No analysis = Just do it!

# 4 Plan Involvement

#### **Determine help needed**

Commitment?

Creativity?

Structure?

Who needs to do what and by when?

Who needs to be involved for:

Support?

Analysis?

Implementation?

• Consensus?

Information?

Goal agreement?