

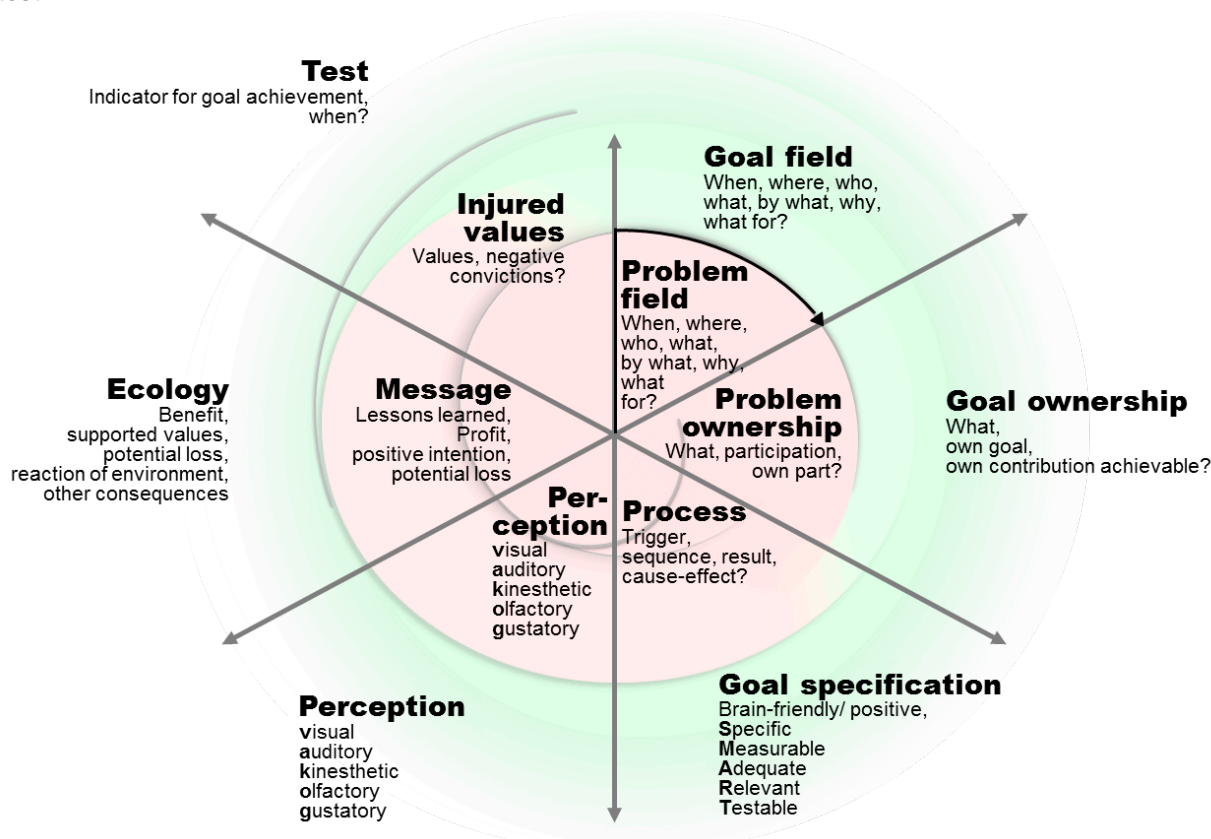
ProblemGoal specification

The ProblemGoal specification provides an efficient description of circumstances that are perceived as difficult or problematic and seem to require change. Changes might be: change of circumstances or change in looking at circumstances. The result will be defined as one goal or a set of goals.

Use this model at the beginning of a project for

- Describing the initial situation and tasks,
- Ensuring consistency of problems and goals.

The ProblemGoal specification consists of the inner circle of problem specification with the steps: problem field, problem ownership, process, perception, message and injured values. The outer circle of goal specification consists of goal field, goal ownership, goal specification, perception, ecology and test.



The Problem specification detects the initial situation from different perspectives and focuses the problem on aspects that the participants can perceive and control. In the following problem template, the questions can be answered successively or in any order. In all cases, the problem specification should be fully done prior to the start of the goal specification.

The goal specification describes the desired goal state from different perspectives and enables the participants to understand and accept the goals better. You can answer the goal template successively or in any order. In all cases, the goal specification should be started after the problem specification has been finished.



Problem template

Answer the questions in the order that fits you best. Start with the goal specification only after the problem template is completed.

Problem field: Describe the problem framework: at which times (when), in which environment (where), who is involved (who), what happens (what), what is needed (by what), what is important (why) and which is the purpose (for what).

Problem ownership: Describe the problem (what) and your own part of the problem.

Problem process: : What triggers the problem (trigger); what steps exist (sequence); what results from it (result) and which mechanisms are identifiable (cause-effect)

Problem perception: Describe the problem with all senses: what can be seen (visually); what can be heard (auditory); what feelings emerge (kinesthetic); what can be smelled (olfactory); what can be tasted (gustatory).

Problem message: Formulate messages of the problem. What can one learn from the situation (insights)? What benefits exist (useful)? What is the purpose (positive intention)? What is threatened by the problem (potential loss)?

Injured values: Describe the values concerned and the way, how they are violated including the negative convictions that are confirmed or are able to be derived from the situation.

For more space, please use additional sheets.



Goal template

Derive goals from the problems. Ensure that for each problem a solution, i.e. a goal is formulated. Develop the goals in the order that fits best for you. Try to answer all aspects.

Goal field: Describe the goal framework: at which times (when), in which environment (where), who is involved (who), what happens (what), what is needed (by what), what is important (why) and which is the purpose (for what).

Goal ownership: Describe the general goal (what), your own part of the goals as well as your personal goals.

Goal specification: Describe smart (S-specific, M-measurable, A--adequate, R-relevant and T-testable) & positive (instead of: not- what exactly, never- when exactly, nobody- who exactly) goals.

Goal perception: Describe the problem with all senses: what will be seen (visually); what will be heard (auditory); what feelings will emerge (kinesthetic); what will be smelled (olfactory); what will be tasted (gustatory).

Goal ecology: Determine benefits that arise (profit); values that will be satisfied (values); disadvantages that will arise (potential loss); reactions in answer to goal achievement (reaction of the environment); other effects (other consequences).

Test: Determine indicators and the point in time, when the goal achievement will be measured.

For more space, please use additional sheets.



Felt is not recognized; recognized is not thematized; thematized is not drafted; drafted is not formulated; formulated is not perceived; perceived is not understood; understood is not agreed; agreed is not done; done is not known.

Measures

Derive specific measures from the change dynamic. Specify a title and describe the measures spontaneously.

Title: Description:	<input type="checkbox"/> Quick-win <input type="checkbox"/> Project <input type="checkbox"/> Major project
	<input type="checkbox"/> Strategic <input type="checkbox"/> Large benefits <input type="checkbox"/> Improvement
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Determine the type of measure (Quick-win, project, big project) and the category of benefit (strategic, large benefits, improvement). Make multiple copies of this page and collect ALL measures that come to your mind. Eventually prioritize and start with 5plusminus2 activities. Every idea improves.