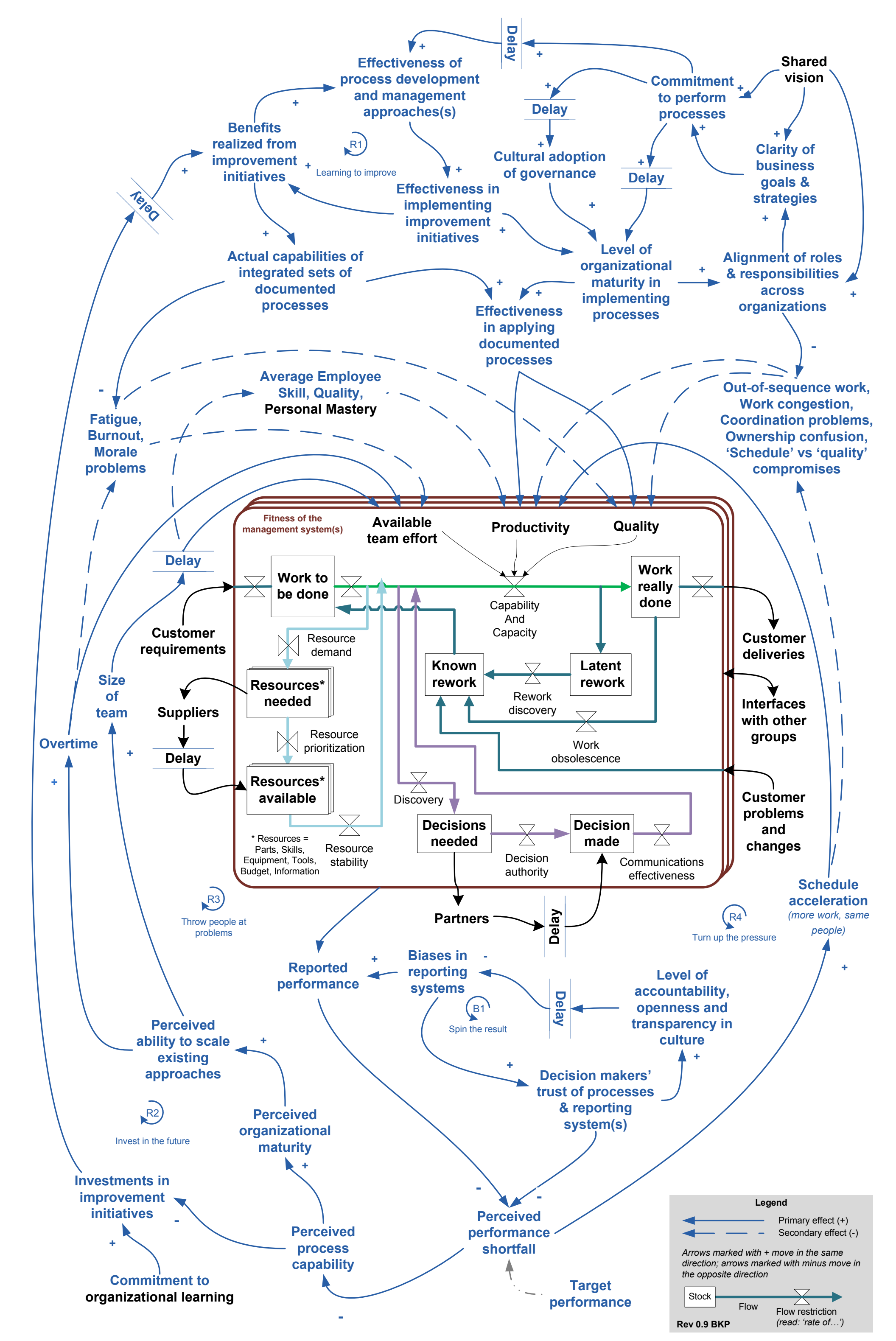
Delay
Effectiveness of process development and management approaches(s)
Commitment to perform processes
Shared vision
Delay
Benefits realized from improvement initiatives
R1
Learning to improve
Cultural adoption of governance
Delay
Clarity of business goals & strategies
Delay
Effectiveness in implementing improvement initiatives
Actual capabilities of integrated sets of documented processes
Level of organizational maturity in implementing processes
Alignment of roles & responsibilities across organizations
Effectiveness in applying documented processes
Average Employee Skill, Quality, Personal Mastery
Fatigue, Burnout, Morale problems
Out-of-sequence work, Work congestion, Coordination problems, Ownership confusion, 'Schedule' vs 'quality' compromises
Fitness of the management system(s)
Available team effort
Productivity
Quality
Delay
Work to be done
Work really done
Capability And Capacity
Customer requirements
Resource demand
Customer deliveries
Size of team
Resources* needed
Known rework
Latent rework
Rework discovery
Suppliers
Interfaces with other groups
Overtime
Resource prioritization
Delay
Work obsolescence
Resources* available
Discovery
Customer problems and changes
Decisions needed
Decision made
* Resources = Parts, Skills, Equipment, Tools, Budget, Information
Resource stability
Decision authority
Communications effectiveness
R3
Throw people at problems
Partners
Delay
R4
Turn up the pressure
Schedule acceleration
(more work, same people)
Reported performance
Biases in reporting systems
B1
Spin the result
Delay
Level of accountability, openness and transparency in culture
Perceived ability to scale existing approaches
Decision makers' trust of processes & reporting system(s)
R2
Invest in the future
Perceived organizational maturity
Investments in improvement initiatives
Perceived performance shortfall
Perceived process capability
Commitment to organizational learning
Target performance
Legend
Primary effect (+)
Secondary effect (-)
Arrows marked with + move in the same direction; arrows marked with minus move in the opposite direction
Stock
Flow
Flow restriction
(read: 'rate of…')
Rev 0.9 BKP