

THE PRE-WORK	
<p><b>What is your frustration?</b>            These are ripe for culture hacks. Why? Because they bug you! If it's just a nice to have then we're generally not so motivated to change them. Often times people think frustrations are bad, but frustrations are GOLD - it means you have passion and that there's a roadblock in your way.</p>	<p><b>What is the cost or pain?</b>            Next step is we figure out the cost or pain of a frustration...So take your frustration and ask - What is so painful about it? And where might it be costing you time, money or energy?</p>

THE POSSIBILITIES ( <i>What is missing?</i> )	
<p><b>Permission</b>            Do you need permission? Does someone have authority over this that you need to check with? Maybe it's something you don't need permission for and you can just do it yourself and move forward.</p>	
<p><b>Policy</b>            Policies are constraints, and they can be quite helpful. For example, "Spend up to \$100 to make a customer happy. For anything else, get approval." They provide room for creativity or permission, without a lot of need for communication or approval. They can also reduce risks. Perhaps you need to create a new policy to help, or see which policies have been tried in the past.</p>	
<p><b>Principle</b>            A principle provides guidelines to follow in specific situations. For example, a feedback principle is: Praise publicly, criticize privately. Or a hiring principle is: Slow to hire, quick to fire.</p>	
<p><b>Process</b>            A process has a beginning/middle/end and it can be repeated. Rather than trying to do something from scratch every time, a process can help smooth operations and train new people. It can also help departments agree on how to do something together.</p>	
<p><b>Procedure</b>            A process can be vague, meaning it outlines the steps but the content may change (like creating a newsletter). Or if it's very specific and must be handled with a checklist, then that is a <b>procedure</b> - which can be key for things like complying with regulations.</p>	

<b>THE PLAN</b>		
<b>Purpose</b> <i>(Begin with...)</i>	<b>Project</b> <i>(Is this brand new or a change?)</i>	<b>Project</b> <i>(What is the "Definition of Done")</i>
<b>Points</b> <i>(Can you add success metrics?)</i>	<b>Propose</b> <i>(What "Yes" is needed)</i>	<b>People</b> <i>(Who can authorize this?)</i>
<b>People</b> <i>(Who can help with execution?)</i>	<b>People</b> <i>(Who does this impact?)</i>	<b>Questions and Comments</b>