

Workshop Instructions

Workshop #1: Revisiting [Your Enterprise’s] Operational Success Factors

Learning outcome:

- Understand the deference between Outcomes and Operational Success Factors
- Short-list the success factors (SFs) that are relevant
- Reword the SFs to make them more relevant and pass the '14-year-old' test (a 14 year old would understand the SFs and what is needed to improve performance).

Steps	Time
1. Select a chairperson – His or her role is to ensure everybody understands the outcome, understands the instructions and has an opportunity to contribute.	
2. Look at the SFs you have been assigned <ul style="list-style-type: none"> • Is the SF wording as specific as possible? • Are any SFs missing? 	20 minutes
3. Each group reports back on their SFs and a master list is prepared.	5 minutes for each group

Workshop #2: “Sphere Of Influence” Mapping Using an Airline’s Success Factors

Learning outcome: Learning how to do “Sphere Of Influence” mapping.

Steps	Time
1. Using the existing chairperson – His or her role is to ensure everybody understands the outcome, understands the instructions and has an opportunity to contribute.	
2. Using the list of Airline success factors map the “Sphere Of Influence” between the success factors assigned to your group. Draw the arrow ensuring the direction of influence is clearly visible. Avoid recording sphere of influence of the other success factors; just concentrate on the one success factor assigned to you.	20 minutes
3. When you have finished count the 'out' arrows and note the total.	1 minute

Workshop #3: Perform the “Sphere of Influence” on [Enterprise’s] Success Factors to find the organization’s top 5 to 8 critical success factors

Learning outcome: Ascertain the five-to-eight operational critical success factors that are relevant to [your enterprise].

Steps	Time
1. Using the existing chairperson –His or her role is to ensure everybody understands the outcome, understands the instructions and has an opportunity to contribute.	
2. Using the list of success factors supplied and the relationship mapping technique, map the “sphere of influence” each success factor has on the other success factors. Draw the arrow ensuring the direction of influence is clearly visible. If relation- ships go both ways, draw two arrows. Start this process in the designated area of the A3 page assigned to you	80 minutes