

AIM Results Gap Diagnostic Tool

This tool is to be used when an unfavorable gap is identified between intended results and actual results, and management wishes to identify the reason for the gap to close it or compensate for it. This tool is based on the following equation: $ACTIONS + EXTERNAL INFLUENCES = RESULTS$

When an unfavorable gap is identified between actual results and intended results . . .	
First, determine whether any gap exists between actual team actions and intended team actions.	Then, if still necessary, search for a gap between actual external influences and expected external influences.
<p>1. Did team members perform the intended actions?</p> <ul style="list-style-type: none"> a. Did they do so completely and consistently? b. Did they do so accurately and as was intended? <p>2. If the answer to any part of Question 1 is "no," . . .</p> <ul style="list-style-type: none"> a. Did the team receive adequate and effective communication to fully understand the actions expected of them? b. Were team members trained to be able to perform the actions (i.e., have they demonstrated prior competence with the actions)? c. Did team members experience competing priorities that prevented them from completing the actions? d. Were team members satisfactorily motivated and engaged in the work? e. Did management provide timely and effective follow-up with team members to support their success with the actions? f. Did team members receive effective feedback and coaching during their performance of the actions? g. Were the actions realistically achievable for the team? <p>If the answer to any part of Question 2 is "no," then stop, address the issue, and restart the team's execution of the actions.</p> <p>3. If the answers to all parts of Question 1 are "yes," then management must determine if the impact of the actions was less than what was expected or intended.</p> <ul style="list-style-type: none"> a. Did the actions, despite being successfully executed as intended, deliver less tangible value than that which was assumed or expected? b. Will greater frequency, more intensity, or more time increase the impact enough to reach the expected or intended level? 	<p>When answering Questions 4 and 5, consider them within the context of the following umbrella question:</p> <p>Is the gap due to an increase in negative external influences or a decrease in positive external influences?</p> <p>4. Did any of the anticipated external influences exert an influence on the results that was greater than the impact that was expected? If yes...</p> <ul style="list-style-type: none"> a. Was it because the frequency of the external influence was greater? b. Was it because the intensity of the external influence was greater? c. Will the extra frequency and/or intensity continue, or will it revert to the expected level? <p>5. Did any new external influence that was not originally anticipated emerge?</p> <ul style="list-style-type: none"> a. Will the unanticipated external influence continue? b. Will the magnitude of the negative impact persist even after awareness of the previously unanticipated external influence? <p>6. What new team actions can be implemented that will offset the negative impact from the gap in external influences?</p>