

Root Cause 1: Team is Understaffed

Supporting Data: A 5% reduction in workforce since last quarter, 20% increase in turnover in last year

Root Cause 2: Workplace is stressful

Supporting Data: A 25% increase in stress rating on employee survey data since last year, increase in absenteeism due to physical and mental illness

Root Cause 3: Lack of Motivation

Supporting Data: Call frequency down 15% since last year, 25% of staff failed to make bonus, 20% increase in customer complaints

Root Cause 4: Outdated Computer System

Supporting Data: System is over 5 years old, competitors using newer systems, data incomplete

Root Cause 5: Lack of Leadership

Supporting Data: Supervisors given needs improvement rating on survey data, performance ratings late or incomplete, infrequent coaching

Root Cause 6: Lack of Communication

Supporting Data: Infrequent meetings and written communications, cited in survey data and focus group responses

Root Cause 7: Unclear Standards

Supporting Data: Mission lacks clarity, performers unable to state mission, department goals are vague

Root Cause 8: Lack of Skills

Supporting Data: Skills testing, observation, customer complaints, supervisor input

Performance Gap:

Sales Department unable to meet quota

Desired Outcome:

A 10% increase in sales in next quarter to meet goal

