

## **Case Study #1**

A large health care provider is encountering problems with implementation of an on-line medical records system. The organization consists of three large hospital facilities in two cities, and small clinics in several communities spread across two states. Reported problems include errors in data entry, misinterpretation of data, and difficulty in finding patient records. Management is calling for a new training program to teach all users how to properly enter data into the system, and access patient records.

### **What questions would you ask to determine:**

The value of success or the consequences of failure?

How to measure progress or success?

### **What questions would you ask about:**

The target population?

The tasks/problems/decisions in question?

### **What other questions would you ask?**

**Based on what you know or can assume at this point, what kind of intervention(s) would you pursue?**

## Case Study #2

A manufacturer of salad dressings has built a new plant in a new location, and has hired a staff to operate and maintain the plant. The plant consists of three production lines, each of which can produce several different varieties of salad dressings. This is the first new plant the company has opened in 10 years. Management has asked the engineers who designed the production lines to train the plant operators, maintenance technicians and production supervisors. The engineers are looking for help creating a PowerPoint presentation that describes all the production equipment and systems and explains how they work.

### What questions would you ask to determine:

The value of success or the consequences of failure?

How to measure progress or success?

### What questions would you ask about:

The target population?

The tasks/problems/decisions in question?

### What other questions would you ask?

Based on what you know or can assume at this point, what kind of intervention(s) would you pursue?

## Case Study #3

The mortgage division within a large real estate sales company is experiencing difficulty with the process used to collect sales data each month that is used to calculate commissions for mortgage brokers. The task of data collection is assigned to several administrators working in different offices spread across three states. The data, recorded in spreadsheets, is ultimately funneled to one of the administrators for consolidation. The data comes originally from sales managers in real estate sales offices. The data is often incomplete or arrives after commission checks are issued. The lead administrator has to spend considerable time following up in order to complete the process each month, a fact of which the manager of the mortgage division is only vaguely aware.

### What questions would you ask to determine:

The value of success or the consequences of failure?

How to measure progress or success?

### What questions would you ask about:

The target population?

The tasks/problems/decisions in question?

### What other questions would you ask?

Based on what you know or can assume at this point, what kind of intervention(s) would you pursue?