

Symptomatic Item Data and Comments

Note. The following provides a brief description of the contents of this Tab in the Manual and can be used to create the appropriate contents. See also the *CapacityWare*TM Administration Manual, Tab, 6, Displaying Results.

A. Overview

The bulk of the Diagnostic Report is contained in this part of the Manual. Each survey item is printed out graphically, and all comments associated with the item are printed out with that item so that a direct link can be made between what people wrote about an item and the item displays. This is of critical important because it allows the user to put the data into context. When the results are simply an array of numbers, the user is left without a potential interpretation of what those number mean - and it is meaning that will prompt action to correct loss of capacity. Each Graphic used will have a Guide preceding that section that explains how to "read" the data.

B. Bar Charts.

Bar Charts are available for each survey item. These charts represent the number of people (the taller the bar, the more people) that circled a specific number on the survey (0 through 9, and "N" for No response). Visually, the user can readily determine the Mean (average of responses) by noting the vertical black line. The Mode is easily detected by identifying the highest bar (the Mode is the most frequently circled number). There can be several Modes on a single bar chart.

C. Pie Charts.

Some clients have a preference for using a Pie Chart rather than a Bar Chart. The system will accommodate the use of the Pie Chart in lieu of or in addition to the Bar Chart if desired. Rather than depict all nine bars as a segment of the Pie, the system will graphically distinguish between the modified scale groupings 9-8-7, 6-5-4-3, 2-1-0, and N. Users must recognize the limitations of this display due to the larger number of selections contained in the 6-5-4-3 grouping.

D. In-line Comments.

In-line comments are printed with the item to which they pertain. Remember that comments have been sanitized to protect anonymity and remove or replace inappropriate language whenever possible and appropriate.

E. End Comments.

If open-ended items are contained on the survey, these items are printed and placed at the end of this section. These comments may also be sanitized.

Summary

The Symptomatic Item Data and Comments section of the Manual contains the detailed information needed for a comprehensive analysis and synthesis of the data collected. It provides an item-by-item source for all interpretation and prioritization. The user must realize, however, that this data is symptomatic of some root cause that is embedded in the organization culture. By asking the question repeatedly, "How did things get to be this way?" the user can often get at a root cause that, when corrected, is likely to fix many other symptomatic issues at the same time. Too often, users will select one to five items that need fixing and form teams with too much focus on the brushfires, rather than the root causes.