1. Identify the Need

Project Name: Critical Thinking

Attendees: Mike, Manager

1. Is there a performance problem or opportunity to improve performance?
Is there a way that people could be performing their tasks better, or are people doing something incorrectly?
If there is a skill gap and it's causing a performance problem, then this is a good opportunity for eLearning.

Yes, not thinking critically about various situations, such as machine breakdowns, not following SOP, being paralyzed, and not making a decision, don't bother to look up SOP.
Not using SOPs -because of too many binders, difficult to locate the SOP they need.
They make a decision w/o all of the required information to make an accurate decision.
No personal consequence if they make the wrong decision; the consequence would be job is printed incorrectly or not completed on time.

2. Is this problem worth solving? If the improvement won't affect the company or produce any results, it's likely not worth the effort to design an eLearning solution.

Yes. The cost of errors and wrong decisions impacts the budget and customer confidence.
Using incorrect materials, not making Service Calls when they should, missing a due date, performing repairs beyond scope of the role, leaving it for the next shift to resolve (not making a decision; then losing time)

Cheaper to stop and ask a question than it is to complete it and have to reprint it. (Communication lacking)

Good intentions (Staff tried to fix the machine but ended up worsening the situation, and the machine was down for 6 weeks. This was a massive impact on production

timelines and budget.)

3. Is the problem caused by a lack of knowledge or skill?
If a lack of knowledge or skill causes the problem, eLearning may be part of the solution.
If the problem is outside of the audience's control or caused by environmental issues (for example, the computer systems are simply outdated), then eLearning won't help.

Knowledge & skill
SOP binders (environment)
Lack of critical thinking skills; knowing when to stop and ask questions (don't consider the nuances of a particular customer job. There may be variables in each job that are different from the standard.
They need a sample before they run a job; they go ahead and run the job w/o the sample.
Taking shortcuts, not following the checklist, and missing a step.

4. Can the problem be solved with practice?
The goal of this eLearning approach is to simulate situations that people will experience on the job and let them practice handling the situations correctly.

Yes.
Have to make a decision w/o having all info and no resources (late on Sunday, job due Mon at 8 am, no resource to ask)
If you have critical thinking skills, you can work through the steps. You will make the best decision for the situation 90% of the time.

What is the business goal as it relates to critical thinking?

Meeting the true north – on-time defect-free delivery of services; budgetary impact
Possibly measured by reputation & customer satisfaction.

How can this (the biz goal) be measured?

Via the error logs
Human failure is tracked in error logs.
If it's a materials error, it's in the MIS.

What are we trying to achieve? By when? What needs to happen for us to achieve this goal?

Maintain a good reputation.
Minimize cost due to errors.

What do people need to do?

- Lack of critical thinking skills; assessing the risk for each decision option; IDC (I don't care) attitude; apathy with the risk analysis.
- Knowing when to stop and ask questions (don't consider the nuances of a particular customer's job). There may be variables in each job that are different from the standard.
- Need a sample before they run a job; they go ahead and run the job w/o the same – aren't using a checklist.
- Taking shortcuts, not following the checklist, and missing a step.
- Global agreement on what is evaluated in the various scenarios.

Why aren't they doing it?

Critical thinking – don't have the skill, are apathetic to the outcome.

What actions contribute most to the goal?

Following SOPs (for the norm)

Critical thinking (for the exceptions)
Apathy (not solved by training)

Which actions are most often performed incorrectly?

Following SOPs (for the norm)
Critical thinking (for the exceptions)

Which actions have horrible consequences?

Move info from other questions to this question.