

K • E • P • N • E • R

**K** and **F**

F • O • U • R • I • E

**ASSESSMENT**

- Priority Setter
- Requirements Analyzer

**FINDING CAUSES**

- Incident Restorer
- Discovery Analyzer

**RAPID  
RESOLUTION  
TOOLS**

**FINDING PROTECTION**

- Risk Analyzer
- Process Continuity

**FINDING SOLUTIONS**

- Solution Builder
- Choice Selector

**Rapid Rez Tools**

## SITUATION ASSESSMENT

- What issues/challenges are you currently having?
- What are the key requirements in this situation?
- What is important to you in this situation?
- Which issue is core, when resolved, would resolve some of the other issues as well?

## FINDING REASONS

- What is the most specific fault you are having?
- What is unique about the fault?
- What would explain the unique aspects of the fault?
- If this reason is true, does it explain the fault and its uniqueness?

## FINDING PROTECTION

- What is the ultimate effect you are worried about?
- What is your reason for saying this potential problem could occur?
- What can you do to avoid this reason becoming a cause for you?
- What could go wrong in this “weakness” area of the process?

## FINDING SOLUTIONS

- What is the ultimate purpose of this solution?
- How does this action satisfy the requirement?
- Which actions would meet this purpose the best?
- Which actions, when combined will provide you with the most holistic solution for all the requirements?

## 1. State Situation

## 2. List Issues, Problems, Challenges And Concerns

## Criteria

## 3. Generate Action Steps

Criterion

Criterion

Criterion

**ASK:** What is the problem situation you would like to address?

**ASK:** What existing or future situation are you concerned about?

**Rule:**  
Agree on one area only

1

**ASK:** Focusing on your problem situation, what are the current concerns you are having within this problem area?

2

**ASK:** What performance issues and challenges are you currently experiencing in this problem situation?

3

4

5

**Rules:**

- Be specific and phrase as an issue
- Avoid duplication of issues

6

**Generating Criteria - ASK:** What is important to you in this Problem Situation?

(Type input into "criterion" space)  
[**LIST:** A maximum of three only]

**Evaluation of Issues - ASK:** How does each concern, issue or problem impact the criterion? Rate H (High), M (Medium) or L (Low)

**Rule:**

- Evaluate one criterion at a time
- Identify (H) first, then (L) and lastly (M)

1

**ASK:** Which issue is CORE, and if resolved, would resolve most of the other issues as well?

2

**or**  
**ASK:** Logically where would you start?

3

**Next Steps:**

4

**ASK:** What implementation steps would be cost effective and doable?

**Rule:**

Build your solution based on **actions to be implemented over a period of time** to address the CORE ISSUE identified.

## 1. State the Purpose

### Purpose

**ASK:** *What is the ultimate reason/purpose these requirements are needed?*

### Stakeholders

**ASK:** *What stakeholders have a vested interest in these requirements?*

**ASK:** *Whose inputs would be critical for this exercise or situation?*

## 2. Generate Requirements

### Results to Achieve

*What are the results you would like to achieve in this problem situation?*

### Problems to Remove

*What existing problems do you want to see removed in this problem situation?*

### Risks to Avoid

*What future risks do you need to avoid in this problem situation?*

### Resources + Restrictions

*What TIME & MONEY do you need and are there any restrictions that are out of your control?*

## 3. List Key Requirements

**Crystallize and Consolidate 3-5 requirements**

**ASK:** *Looking at all the requirements which requirements are important and KEY in this problem situation?*

1 **{OPTIONAL} Determine Weights:**  
Once you have the key requirements, get the stakeholders to agree on each item's weight between 1 to 10.

2 **ASK:** *Which requirement is the most important, give it a high weight. Which requirement is least important, give it an appropriate weight. Weight the others within the range.*

5 **Rule:** **Word each key requirement as an objective to be achieved.**

## 1. Define Fault Uniqueness

<b>Object</b>	
What is the OBJECT you are having a problem with?	<input type="text"/>
<b>Fault</b>	
What is wrong with the OBJECT? Can you be more specific or what do you mean by "X"? Also: What is happening that is not supposed to happen?	<input type="text"/>
<b>Fault Factors</b>	
<b>Users</b>	
Fault only experienced by certain types of user? Who are they specifically?	<input type="text"/>
<b>Location</b>	
Anything unique about the fault's geographic location? What is odd about it?	<input type="text"/>
<b>Timing/Pattern</b>	
Is there something ODD about the time the fault started for the first time? Anything unique about the frequency of fault occurrences? Pattern?	<input type="text"/>
<b>Size</b>	
Anything unique about the size of the incident or fault?	<input type="text"/>



## 2. Develop and Test Possible Reasons

Possible Reasons	Testing
<b>STEP 2a: List Possible Reasons for Incident</b>  <b>Refer to the Object, Fault and Unique Factors.</b>  <i>ASK: What would explain this fault and its unique data?</i>  <i>ASK: What event could have triggered this fault and its unique characteristics?</i>  <b>Rule: Be specific in your wording</b>	<b>Step 2b: Test each Possible Reason for Validity.</b>  <b>Test the OBJECT, FAULT, and applicable unique FAULT FACTORS</b>  <i>ASK: If this reason is the true reason, does it explain why we have a problem with this Object or Fault?</i>  <b>Rules:</b> <ul style="list-style-type: none"> <li>Repeat question for each Unique Factor</li> <li>Be destructive in your testing</li> </ul>

## 3. Identify Most Probable Reason (MPR)

<b>MPR and ACTIONS</b>
<b>Verify Most Probable Reason</b>
Verify reasons only if necessary by utilizing the easiest, cheapest and safest method to confirm a fact and/or reason is true.
<b>Actions For Workaround/Fix</b>
<i>ASK: What would be the best way to restore this incident based on the Most Probable Reason(s) identified?</i>  <i>ASK: If possible could you fix this incident situation now?</i>

## 1. State Problem

**ASK:** *What is the complex/vague problem statement? What is the issue or challenge you are facing?*

**ASK:** *What is your concern, what are you worried about?*

**Rule:** *Try to be concise, but do not force the issue.*

### FACTORS/STAKEHOLDERS

**ASK:** *What are all the components/factors stakeholders that should be considered in this problem situation?*

## 2. Conduct Problem/Challenge Discovery

### Factors/Stakeholders

**ASK:** *How does the problem or challenge influence or affect the Factors or Stakeholders?*  
**Reverse the question by asking:**

**ASK:** *How does the Factor / Stakeholder influence or contribute to the problem or challenge?*

**Rule:** *Record short, concise but specific statements*

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## 3. Refocus Problem

### Common Themes & Core Issues

- 1 **ASK:** *What one concept/word/core issue or theme will describe most of the elements listed? or*
- 2
- 3
- 4 **ASK:** *What is your new realization of the problem now?*
- 5

### Action Steps

- 1 **ASK:** *What is your shared understanding of the problem? or*
- 2
- 3 **ASK:** *What is your conclusion and action(s) to be taken? or*
- 4 **ASK:** *What are the ways forward and next steps?*
- 5

## 1. State Purpose & Requirements

### Purpose Statement

**ASK:** *What is the ultimate purpose of this solution?*

### Rule:

- Select appropriate **ACTION** word and **OBJECT**
- Get all team members to be on the same page and agree.

### Key Requirements

- |   |   |
|---|---|
| 1 | <b>ASK:</b> <i>What are the 3 - 4 most important requirements for this solution?</i>  |
| 2 | <ul style="list-style-type: none"> <li>• <b>ASK:</b> <i>What main and other key results do you want to achieve with this solution?</i></li> <li>• <b>ASK:</b> <i>What key problems do you want to remove with this solution?</i></li> </ul> |
| 3 | <ul style="list-style-type: none"> <li>• <b>ASK:</b> <i>What key risks or future problems do you want to avoid?</i></li> </ul>  |
| 4 | <ul style="list-style-type: none"> <li>• <b>ASK:</b> <i>What money and time are you permitted to spend and/or preserve? Any requirements out of your control?</i></li> </ul>  |

## 2. Generate and Evaluate Actions

### Requirement 1: Possible Actions

- |   |   |
|---|---|
| 1 | <b>Generate Actions For each KEY REQUIREMENT</b>  |
| 2 | <b>ASK:</b> <i>What action can you take to meet or satisfy this specific requirement?</i> |
| 3 | [Try to generate at least 2-3 actions per requirement]                                    |

### Requirement 2: Possible Actions

- |   |   |
|---|---|
| 1 |   |
| 2 | <b>RULE:</b> <i>It must be doable, cost effective actions that could be handled within the existing budgets and infrastructure.</i> |
| 3 |   |

### Requirement 3: Possible Actions

- |   |   |
|---|---|
| 1 | <b>Evaluate Actions for each KEY REQUIREMENT</b>  |
| 2 | <b>ASK:</b> <i>Which action(s) will meet this requirement the best? or</i>                      |
| 3 | <b>ASK:</b> <i>Which action(s) is that good that it needs to be part of the final solution?</i> |

### Requirement 4: Possible Actions

- |   |   |
|---|---|
| 1 |   |
| 2 | <b>RULE:</b> <i>It must be doable, cost effective actions that could be handled within the existing budgets and infrastructure.</i> |
| 3 |   |

## 3. Build the Solution

### Combine Actions

**ASK:** *Which 3-4 actions, when combined will provide you with the most holistic solution to meet all requirements listed?*

Also consider actions that would provide the 'glue' in this problem situation.

**ASK:** *What action could you add to the existing mix of actions that would improve the changes of implementation success?*

**Rule:** *Build the solution based on actions to be implemented over a period of time.*

## 1. List Key Requirements

### Purpose Statement

**ASK:** *What is the selection you need to make?*

### Key Requirements

### WT

1	<b>ASK:</b> <i>What are 3-5 key requirements for this selection?</i>	8
2		10
3	<b>ASK:</b> <i>Which requirement is most important?</i>	9
4	• Weight the requirements from 10 -1 (Rate a 10 for highest importance and the rest accordingly)	10
5	<b>ASK:</b> <i>How important are the other requirements in relation to the 10 already awarded?</i>	7

## 2. Generate and Evaluate Alternatives for BENEFITS and RISKS

Alternative 1			Alternative 2			Alternative 3			Alternative 4		
What is alternative 1?			What is alternative 2?			What is alternative 3?			What is alternative 4?		
Benefit Score	Risk Score	TOTAL	Benefit Score	Risk Score	TOTAL	Benefit Score	Risk Score	TOTAL	Benefit Score	Risk Score	TOTAL
<b>BENEFIT SCORE:</b> The benefit score represents a level of satisfaction on a scale from 1-10. <ul style="list-style-type: none"> <li>• 10 High to 1 Low and the rest in-between the H and L</li> <li>• <b>ASK:</b> <i>Which alternative satisfies this requirement the best?</i> = High Score. Enter an appropriate high score between 1-10.</li> <li>• <b>ASK:</b> <i>Which alternative satisfies this requirement the least?</i> = Low score. Enter an appropriate low score for it.</li> <li>• <b>ASK:</b> <i>How well do the remaining alternatives score for this requirement?</i></li> </ul>			<b>RISK SCORE:</b> <b>ASK:</b> <i>How trustworthy is the data used to arrive at the benefit score?</i> <ul style="list-style-type: none"> <li>• The risk score represents a level of trust on a scale from 1-3.</li> <li>• 3 = Close to fact and high integrity; 2 = 50/50 and don't really know; 1 = Do not really trust the data used to arrive at this SCORE.</li> </ul>			<b>TOTAL SCORE:</b> <b>Add the risk and benefit score and multiply with its requirement's weight. Add all scores to get the SOLUTION TOTAL.</b>					
482			612			584			398		

## 3. Make a Choice

### Final Choice

**ASK:** *What is your selection that best satisfies your key requirements for acceptable risks?*

**ASK:** *Any other ideas you would like to add for the final answer?*

Record the final choice with any footnotes that might have been discussed during the analysis.

**SOLUTION TOTAL**

# Risk Analyzer

# RAPID REZ

## 1. Identify Risks

Potential Problems	P	S
1 <b>ASK:</b> Which plan, decision or action are you focusing on?	H	M
<b>ASK:</b> What could go wrong?		
2 <b>ASK:</b> What is the ultimate effect you are worried about?	H	H
<b>ASK:</b> What could happen that could derail your plan?		
3 <b>Rule:</b> Be specific as possible	M	M
4 <b>ASK:</b> What is the likelihood/probability this potential problem could occur? • Rate [Probability] H= Definite Chance, L= Minimal chance and M=Some Chance		
5 <b>ASK:</b> What is the business impact if the potential problem does occur? • Rate [Seriousness] Rate in terms of: H>75%, M>50, L<50%		

## 2. Plan Protection

Likely Reasons
1.1 <b>ASK:</b> What are the likely reasons that could cause this Potential Problem to occur?
1.2
1.3
or
2.1 <b>ASK:</b> Why do you say this Potential Problem could occur?
2.2
2.3
3.1
3.2
3.3
4.1
4.2
4.3
<b>Rule:</b> [Maximum three <u>specific</u> plausible likely reasons per HH and MH/HM potential problems]
5.1
5.2

## Mitigating Actions

**AVOIDING ACTIONS**  
**ASK:** What avoiding action can you take to eliminate or reduce the probability this likely reason causing the potential problem?

**CONTINGENT ACTIONS**  
**ASK:** What can you do to deal with or reduce the seriousness of the effects of the Potential Problem if it does occur?

**Rules:**

- Be specific in the wording you use for each action.
- Must be specific, cost effective actions that could be handled within the existing budgets and infrastructure

## 3. Generate Action Plan

Action Steps	Resp	D/L
<b>ASK:</b> What mitigation actions should you include in your final plan?		
<b>RESPONSIBILITY [Resp]</b> <b>ASK:</b> Who is best qualified or who is responsible for this activity?		
<b>DEADLINE [D/L]</b> <b>ASK:</b> What would be a reasonable deadline or target date for completion?		
<b>IDENTIFY:</b> Cost effective & Extraordinary actions and list very specific actions		

# Process Continuity Analyzer

# RAPID REZ

## 1. Evaluate Process

## 2. Plan Protection

## 3. Develop Action Plan

1. Evaluate Process			2. Plan Protection		3. Develop Action Plan		
Inputs	Stages	Outputs	Vulnerabilities	Remedial Actions	Action Step	Resp	D/L
<p><b>ASK:</b> What are the critical inputs needed to perform this process step successfully?</p> <p><b>ASK:</b> What inputs do you need to have a successful completion of this step, or stage?</p>	<p><b>ASK:</b> What is the business process to be analyzed?</p> <p><b>ASK:</b> What are the major steps, phases in the business process?</p>	<p><b>ASK:</b> What are the critical outputs this step will produce if it is performed successfully?</p> <p><b>ASK:</b> What will this step/phase produce that will be critical for the output?</p>	<p><b>ASK:</b> Which Input/output is a weakness area and could cause a process weakness or problem?</p> <p><b>ASK:</b> What could go wrong in this 'weakness' area?</p> <p><b>ASK:</b> What could derail the business process at this step/phase vulnerability?</p> <p><b>Rule:</b> Be as specific as possible in wording the weaknesses?</p>	<p><b>Avoiding Action</b> <b>ASK:</b> What could be done to reduce the probability of the vulnerability occurring? <b>ASK:</b> What could be done to improve the resiliency of the process step or phase?</p> <p><b>Contingent Action</b> <b>ASK:</b> What could you do to address the seriousness of the vulnerability? <b>Rule:</b> Be as specific as possible with your suggested actions?</p>	<p><b>ASK:</b> Which actions are practical and cost effective and will have the highest impact in protecting the business process?</p>		
						<p><b>ASK:</b> Who is best qualified or responsible for executing this action step?</p>	
					<p><b>ASK:</b> What would be a reasonable deadline or target date for completion of this action step?</p>		