

Action Design Framework & CSF & KPI Levels Framework

The Action Design Framework (also known as the CSF & KPI Framework) can be used to design high impact action to achieve improvement targets.

Note the emphasis on ‘designing’ action, and not just action planning. The reason action ‘design’ is emphasised is because if you are aiming to achieve improvement or accelerate the rate of improvement, then you are probably going to have to do things differently or do different things to what you currently do. If you want different results, you need to do new thinking so that you do different things and therefore get those different results. You need design thinking!

The Action Design Tool helps you to do fresh thinking and to not jump to thinking about what you will ‘do’ too quickly. It helps you to firstly conceive and outline what you need to achieve (your Focus). Then to think about what it is critical to have to achieve your Focus (your Critical Success Factors – CSFs), and how you will know when you have achieved your CSFs (your Key Performance Indicators – KPIs). Then you can think about the detail of what you need to do. In this way you will invest your resources and effort in only those actions that will make a real difference (your Key Actions – KAs).

Once you are confident with your Focus, CSFs, KPIs and KAs, you can use action planning tools such as PERT diagrams, Gantt charts, timelines, budgeting tools, and roles and responsibilities statements to complete the planning part of a full Action Design.

The worksheet for the Action Design Framework, and another for a Team Action Design Framework are shown on the following pages. A partially completed example of the Action Design Framework for a restaurant is also included (Figure 1).

The steps to follow when using the Action Design Framework

1. Develop a SMARTT Focus to achieve the improvement option you have chosen to take forward to action. Use the SMARTT Focus Tool to help with this.
2. Given the SMARTT Focus, think about what it is critical to have to achieve the Focus. These are your Critical Success Factors (CSFs). CSFs are not what you are going to do! Do fresh, new thinking about what it is critical to have. Don’t think about what you are going to do just yet.
3. For each of the CSFs, think about which are the best performance measures that will enable you to assess the level of achievement of the CSF. These performance measures are your Key Performance Indicators (KPIs).
4. Given your CSFs and KPIs, you can now think about what you need to do. Think about the key actions (KAs) you need to implement to achieve each CSF and hit your KPIs.
5. Check the logical connections between your CSFs, KPIs and KAs, and check your confidence that if you implement the KAs you will achieve your Focus. Improve the logical connections as necessary, until you are confident that implementing your Action Design will achieve the results you need.

CSF & KPI Levels Framework

The same logic that applies to the Action Design Framework can be applied to designing action for a whole team, project or organisation where the focuses at one level link and contribute to the focuses at a higher level. An example of a partially completed CSF & KPI Levels Framework for a restaurant is shown in Figure 2.

Action Design Framework

Name: Date:

Focus for Action:

.....

A Focus should clearly state what you want to achieve; be SMARTT (specific, measurable, achievable, relevant, targeted and timeframed); indicate the boundaries and scale of focus.

<p align="center"><u>CSFs</u> Critical Success Factors To achieve the focus it is critical to <i>have</i> ...</p>	<p align="center"><u>KPIs</u> Key Performance Indicators I will <i>know</i> the CSF is in place when I have</p>	<p align="center"><u>KAs</u> Key Actions To achieve the CSF, the key things it is necessary to do are...</p>
1.	<ul style="list-style-type: none"> ▪ ▪ 	<ul style="list-style-type: none"> ▪ ▪ ▪
2.	<ul style="list-style-type: none"> ▪ ▪ 	<ul style="list-style-type: none"> ▪ ▪ ▪
3.	<ul style="list-style-type: none"> ▪ ▪ 	<ul style="list-style-type: none"> ▪ ▪ ▪
4.	<ul style="list-style-type: none"> ▪ ▪ 	<ul style="list-style-type: none"> ▪ ▪ ▪
5.	<ul style="list-style-type: none"> ▪ ▪ 	<ul style="list-style-type: none"> ▪ ▪ ▪
6.	<ul style="list-style-type: none"> ▪ ▪ 	<ul style="list-style-type: none"> ▪ ▪ ▪

Team Action Design Framework

Team: Date:

Team Focus:

CSFs	KPIs	KAs	Roles	Responsibilities	Skills audit
1.					
2.					
3.					
4.					
5.					
6.					

Figure 1 Example of an Action Design Framework for a restaurant (only partially completed).

Focus:		
To achieving a 10% improvement in the number of return customers to the restaurant within 3 months, by meeting or exceeding customer satisfaction standards.		
<u>CSFs</u> Critical Success Factors	<u>KPIs</u> Key Performance Indicators	<u>KAs</u> Key Actions
1. High quality specifications for customer satisfaction	<ul style="list-style-type: none"> Above 90% of participants score the specifications as 'high quality' 	<ul style="list-style-type: none"> Establish criteria for customer satisfaction Get customer feedback regarding relevance of proposed criteria and measurements Improve the criteria and measurements based on the feedback from customers Communicate specifications to all relevant people Ensure criteria and measurements are regularly checked and improved when needed.
2. All staff equipped and motivated to meet or exceed the specifications	<ul style="list-style-type: none"> All staff score above 90% for capacity, confidence and motivation to meet and exceed specifications 	<ul style="list-style-type: none"> Train all staff in understanding criteria, practices and processes needed to meet or exceed criteria Establish recognition and reward mechanisms before implementing scheme is implemented so that good performance can be immediately recognised and acknowledged Establish mechanisms for handling non-attainment of standards Train staff in teamwork Train staff in the provision, acceptance and use of feedback Provide technical training as required.

Figure 2 CSF & KPI Levels Framework, showing logical connections between different levels in a restaurant scenario (partially completed).

Focus: To achieve 20% increase in profit within one year.

