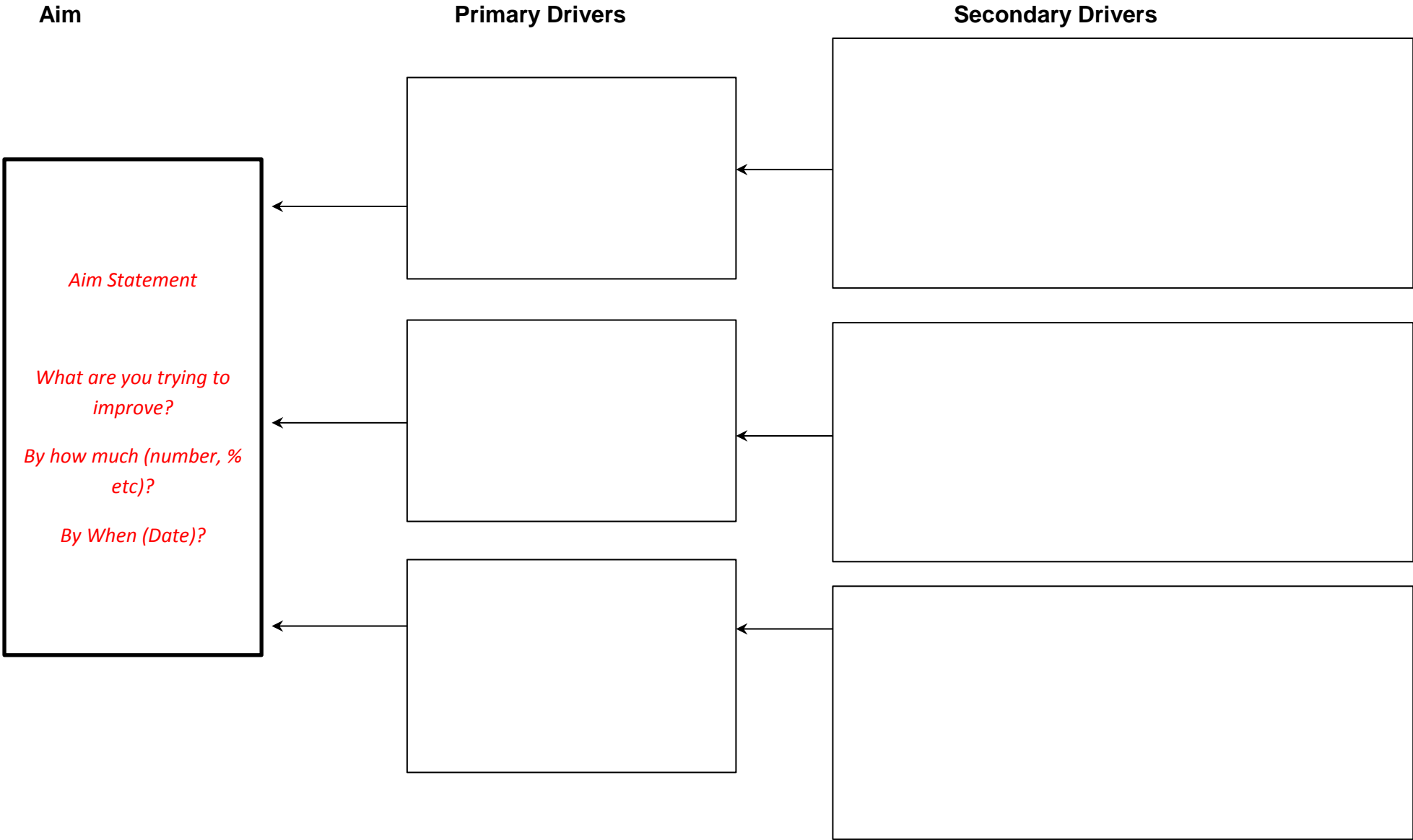


STEP 1: DRIVER DIAGRAM TEMPLATE



Driver Diagram

Overview

A driver diagram is an immensely powerful tool that helps you to translate a high level improvement goal into a logical set of underpinning goals ('drivers') and projects. It captures an entire change programme in a single diagram and also provides a measurement framework for monitoring progress.

The layout of a driver diagram is easily explained via a simple example

Imagine your personal goal was to reduce the amount you spend a petrol (i.e. 'decrease fuel costs'). The diagram below shows a typical driver diagram constructed around this goal.

1. The goal

The driver diagram starts with a clearly defined and measurable goal. This is the focal point for your change efforts and generally links to your overall aim

Decrease fuel costs

2. Primary drivers

The overall goal is linked here to three factors that are believed to have a direct impact on it (i.e. fuel costs will go down if you find cheaper fuel, reduce the number of miles you've done)

This first set of underpinning goals are referred to as primary drivers because they drive achievement of your main goal

These drivers may act independently or in concert to achieve the overall goal

Primary Drivers



To create a driver diagram

- Start with a clearly defined measurable goal. It should describe what you intend to achieve and by when.
- Get a group of people together who understand the different aspects of the improvement topic (i.e. subject matter experts). Ask them to brainstorm potential drivers (i.e. the areas where improvement is needed).
- Cluster the ideas to create an agreed set of 'drivers'. Make sure you use language like 'improve' or 'decrease' and that each driver is clearly defined and measurable
- Discuss the need for new driver or whether some of the drivers should be eliminated (if they are wrong or immaterial)
- Identify the links between the drivers to create primary, secondary and tertiary drivers.
- Get the group to identify any balancing goals or balancing measures
- Select improvement projects that you believe will impact upon your drivers

3. Lower level drivers

The process of breaking down a goal can continue to lower levels to create secondary or tertiary drivers (and even further if required)

Here it is done for one of the primary drivers. Increased efficiency can be achieved through technical improvements (i.e. the car's efficiency) or improvements in the way you drive it.

Secondary Drivers



Tertiary Drivers



4. Projects or actions

The ultimate aim of a driver diagram is to define the range of projects (i.e. actual change initiatives) that you may want to undertake. They can appear anywhere in the hierarchy of the driver diagram - wherever makes more sense

Driver diagrams therefore help to break down an overall improvement goal into underpinning goals (i.e. 'drivers') to the point where you can easily define the changes that you need to undertake

Improve driving habits, avoid unnecessarily accelerating and decelerating

No increase in lateness for work

5. Balancing goals or measures

The goal you have chosen for your driver diagram will not exist in isolation. Often you will have identified related goals which (which may have their own driver diagrams).

These goals represent a 'balancing' element to your change efforts. Here, decreasing your fuel costs should not occur at the expense of being routinely late for work (as you wait for the cheap petrol station to open) This helps to shape the projects that you chose to undertake

Frequently we chose just to measure performance against these balancing goals (rather than actively do something about them) - so we describe them as 'balancing measures'