

HERE (Current Reality) Checklist

Did you use your Future Result as a reference point in describing current reality?

End Result	Current Reality
100% on-time delivery	89% on-time delivery in last 3 months
\$48 million in annual sales	\$31 million in sales in past fiscal year

Have you described the relevant picture?

- Must be relevant to Future Result. No unrelated details.

End Result	Irrelevant Details
100% on-time delivery	Product packaged in blue box
\$48 million in annual sales	Sales tax is captured at point of sale

Have you included the whole picture?

- Not enough to say "I don't have (my future result)".

Rather Than	Write
We don't have a quality program	We don't have a formal system although people see a need for more quality in our products. Customer surveys report dissatisfaction with our current quality. We have a training specialist in-house that has had some experience with quality, and the management team is overworked and a bit resistant to any change right now.

Translate assumptions and editorials into objective news reports

- We just want facts. Objective current reality allows the design of effective actions to help create the results we want

Editorial	Facts
We don't have any business trying to go after business outside our niche market	We have tried to do business outside of our market, but we got only a small return on our investment. We didn't know how to do it.

Have you told the story without exaggeration?

- Better or worse than reality is not helpful

Exaggeration	Current Reality
Our products are rated the best	One of three product surveys rated us #1. The other two rated us #4.
We have the worst record on safety	We had 9 near misses and 1 minor accident this past year

Did you state what reality is or how it got that way?

- Just describe "right now", not the past

"The Journey"	Current Reality
We bought a new kettle for the plant, and by the time we installed it, the sales guys had drummed up so many new orders that we couldn't keep up. So we had to put on a new shift, but they were untrained and we didn't make a lot of headway, but our costs went up. The customers weren't getting their orders when we promised, and everyone was mad at us and blaming us, but it was really the fault of the sales guys over promising again.	Capacity is strained, more orders than we can handle. Sales and manufacturing are not coordinated. New people have taken more time than we thought to come up to speed. Costs up from adding new shift.

Have you included all the facts you need?

- Leaving an element out of current reality is the same as not giving the whole story

Current sales	Current management strategies and attitudes
Current market trends	Current job market and hiring practices
Current market share	Current systems
Current competition	Current talent of members of the organization
Current financial conditions	Current core competencies
Current product quality	Current decision-making process
Current distribution system	Current business approach
Current capacity	Available resources
What you need	What you do not know
What could help	What could hurt