

THE STALLED PRIORITY SNAPSHOT

An important result is falling short. Before you fund the fix, find the right problem.



Find out
what's wrong.

Three situations bring this question to the surface:

The project is stuck.

Deadlines slip, approvals loop, work waits, or the same item keeps coming back.

It launched, but the result did not.

The project delivered, yet adoption, savings, revenue, service or another expected benefit is below target.

You fixed it, and it came back.

An operational problem returns after process changes, training, software changes, added controls or another attempted fix.

The problem usually already has explanations.

Process. Priorities. Staffing. Training. Workload. The system. Missing ownership. A bad assumption. Something else. Any one may be right. The risk is spending more money on the first believable explanation before anyone has established which explanation the evidence supports.

What companies usually do first

Use the people already inside.

PMO, operations, project management or analysts know the organization and may be able to resolve it.

Use the systems and records already in place.

Work-management, portfolio, business-system and process data can contain strong evidence.

Bring in another specialist - or keep managing around it.

Either can be sensible when the problem is already understood or the impact is small.

If one of those approaches has established why the result is falling short and what to do next, you may not need Emergent Skills. The Snapshot is for one consequential result where the explanation is still unclear, disputed, or not well enough supported for the next decision.

\$1,500 fixed.

One result. Evidence first.

Written input from people involved (typically 6-8)

90-minute working session with up to 3 participants

Written findings and recommended next step within 24 hours

Early-client note: The Stalled Priority Snapshot is a new ES service. ES has not yet delivered a Snapshot in a client organization and does not yet have client results or references for it. Any sample readout is fictional and shows the intended scope and format - not proven outcomes.

HOW THE INVESTIGATION WORKS

Start with the result. Test the explanations. Then decide what deserves to happen next.

The Snapshot is not a broad organizational diagnosis. It examines one defined shortfall and one next decision.

1

Define the shortfall and run the Initial Investigation Checks.

Agree the expected and actual result, what is already working, the consequence and the next decision. Check whether the result is still valid and chosen, whether capability, information, authority and funding are available, and whether an external dependency controls the pace.

2

Check necessary work and named ownership.

Ask whether the work needed to produce the result was identified and assigned to a named owner. For a rollout, that can include real data and exceptions, handoffs, access, adoption, old-process retirement or other case-specific work.

3

Trace the work path.

Reconstruct waits, queues, approvals, repeated reviews, handoffs, rework, disputed dates and other points where work stops or returns.

4

Examine conditions around execution.

Check whether interruptions, switching, competing decisions or other demands line up with observable errors, reversals, rework or missed handoffs. Being busy by itself does not establish a cause.

5

Keep other explanations open.

Compare the leading explanations with evidence that supports and contradicts them. Skill, staffing, tools, incentives, strategy, execution discipline, business assumptions and case-specific causes stay in view.

6

Recommend the smallest justified next move.

The evidence may support an internal correction, a management or funding decision, more evidence, a different specialist, a bounded test, or no additional spend yet. If the cause remains unresolved, the readout says what would settle the next question.

Your systems can be part of the evidence.

Approval histories, assignments, timestamps, queue records, dependencies, transactions, revisions and process events may help establish what happened. The investigation asks what those records actually support - and what remains unclear.

Examples of questions worth investigating

Project keeps slipping or returning

Where did it wait or repeat? Were controls, information or changed requirements involved?

Delivered, but the benefit is missing

Who owns the work that turns delivery into use and benefit? What was never assigned or adopted?

Recurring operation keeps coming back

Are handoffs, missing information, system conditions, complexity, skills or another cause driving repeat work?

WHAT YOU GET BACK

A written recommendation you can act on - and the limits of what the evidence proves.

The result and opening checks.

Expected versus actual, what is already working, value still at stake, and any issue with outcome validity, priority, prerequisites or external dependency.

Necessary work and ownership.

What work appears necessary, who owns it by name, and what remains uncertain.

Evidence for the explanations.

What supports the work-path finding, any demand-related hypothesis and other plausible explanations; what contradicts them; and what could change the conclusion.

Costs where the evidence supports them.

Elapsed delay, extra labor, realized business effects and potential upside stay separate. Estimates show sources and assumptions; missing evidence stays visible.

One recommended next step.

The action or evidence step, responsible owner, approval needed, measure and review point. A proposed 14-day test appears only when the evidence supports one.

Fixed scope

\$1,500 fixed.

Typically 6-8 written contributors.

90-minute working session, up to 3 participants.

Written readout within 24 hours.

15-minute walkthrough.

Follow-up after an agreed test or evidence review.

No follow-on commitment.

What it does not promise

No guaranteed cause, cost number or workflow fix.

No organization-wide diagnosis from one case.

No individual assessment.

No claim that ES has proven client outcomes yet.

If your current team or system has already established the cause and next step, do not buy another investigation.

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Bring one important shortfall.

The next step is a 10-minute conversation to decide whether the case fits. If it does not, we should say so before you spend \$1,500.

Request or discuss a session: emergentskills.com/form/es-snapshot-request
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