

## Tool: Work Systems Analysis/Flowchart

### WHAT IT IS

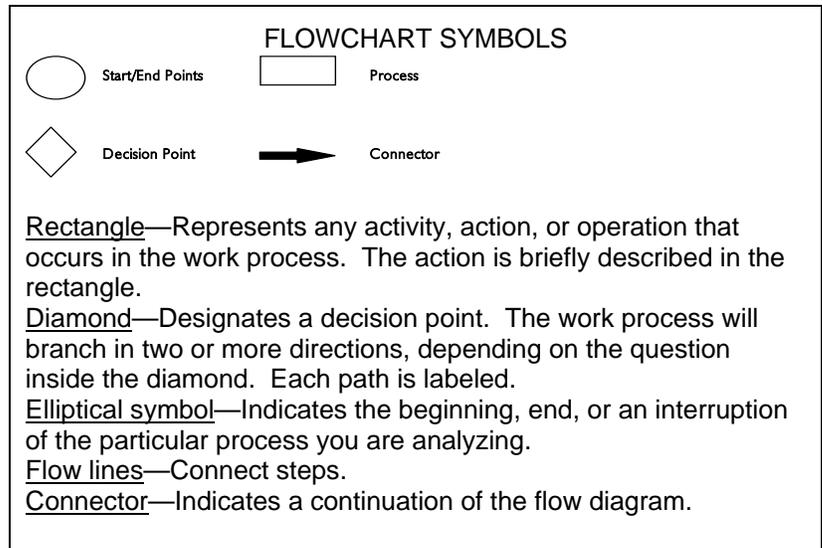
A tool used to closely examine the structure of the work and the way information and knowledge are applied.

### WHEN TO USE IT

During the design phase of the change process in order to assess whether the planned change is feasible.

### HOW TO USE IT

1. Identify the major steps of the process (including material and information flow). Use standard flowchart symbols to illustrate the process:



2. Identify the key variances (deviations between the desired and actual outcomes). Mark where they are first noticed and why they occur. Identify who can control or correct them.
3. Determine the impact of the variances on organizational success measures and choose which ones to address, in priority order. Consider the frequency and impact on other areas and the effort required to address them.
4. Identify how variances are handled now and what is needed to eliminate them or reduce their impact.

**An example of a flowchart follows.**

