COMPLETE FICTIONAL SAMPLE - not client work or measured results

Decision memo: late weekly reports

One challenge, three options and a bounded trial with an owner, measure and review date.

Scenario data and numbers in this sample are synthetic illustrations. The sample is free to read; tailored work requires a context review and agreement on scope, timing and fees.

01 / Question and scope

How can a small team submit complete weekly reports on time without assuming training is the answer? This is a fictional team; every number and situation below is synthetic.

Decision owner: team lead. Review roles: reporting coordinator and one report preparer. Scope: the template and collection process for two weeks; this does not assess individual performance.

02 / Observation and remaining gaps

In the synthetic sample, 3 of 6 reports arrived on time and 4 needed at least one field completed. The template changed a week earlier; responsibility for collecting final inputs was undocumented. These observations do not establish a cause.

Check understanding of the template with two preparers, review available time and tools, and ask the team where delays occur. There is insufficient evidence to conclude there is a skill gap.

03 / Options and trade-offs

A - Train everyone: potentially useful if a specific skill gap emerges, but it uses team time and cannot by itself resolve a conflicting template or unclear responsibility. Defer commitment until the need is clearer.

B - Clarify the template and handoff: a short review of one example, agreed roles and an input deadline. Lower effort and easier to reverse, but feasibility still needs checking.

C - Automate collection now: it might remove steps later, but needs an approved tool, setup and permissions. Unclear responsibility could simply migrate into a new system.

Provisional choice: test B while filling the evidence gaps. It is not a proven solution; the lead decides after discussion.

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04 / Trial and follow-up

Day 1: the coordinator and team review a completed fictional report and agree the source, preparer role and deadline for each field. Document exceptions rather than hiding them.

Weeks 1 and 2: apply the agreed template to 6 expected reports each week. The coordinator records completeness, timeliness, rework and approximate effort without names.

Illustrative review criterion: 5 of 6 complete, on-time reports each week, without an unacceptable increase in collection workload. This is a fictional target, not an achieved result.

05 / Risks and review decision

Risks: cosmetic completeness that hides missing information, or shifting work onto one role. Mitigate with an explicit missing-information field and a brief workload check.

Day 14: the lead and coordinator review the evidence. Continue if criteria are met with credible data; adapt if gaps remain; explore focused training only where evidence supports it.