
Problem-to-program worksheet

Use this worksheet with the people who understand the work. Record what you know, label assumptions, and leave unanswered questions visible.

1. Describe the problem

What is happening, who is affected, and why does it matter? Describe the gap without prescribing a tool.

Problem statement:

2. Separate evidence from assumptions

What observations or records support the statement? Note sources, dates, limitations, and competing explanations. Who will investigate each unknown?

Evidence and open questions:

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Team / program: _____ Date: _____

3. Define a useful outcome

What would improve for clients or colleagues? What must remain protected? Distinguish the outcome from a delivered task or system.

Intended outcome:

4. Agree how to measure progress

Record the primary measure, its calculation, data source, baseline, target, review period, and accountable owner. If the baseline is unknown, agree how to establish it first.

Measure and baseline:

Quality, risk, and workload measures:

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Team / program: _____ Date: _____

5. Connect the work and its owners

Name the program owner and the owners of the main work areas. Record requirements, dependencies, decision rights, and what evidence will demonstrate completion.

Owners and dependencies:

6. Compare possible responses

Consider a process improvement, existing tools, and new technology where relevant. Compare each against requirements, cost, adoption effort, and essential controls. Record trade-offs and the decision owner.

Options and decision:

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Team / program: _____ Date: _____

7. Plan a manageable test

What will you try, with whom, and for how long? What evidence would make you continue, change, or stop? Set the review date before starting.

Test and next review:

8. Learn and decide

What changed in the outcome and supporting measures? What remains uncertain? Agree the next action, owner, and date.

Next action:
