

# Milestone 1: Problem Framework Foundation

Feedback for Joshua Robertson

**Final Score: 34.40/40 (86.0%) - B**

Completion (40% = 16 pts)	16.0/16
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Quality (45% = 18 pts)	14.4/18
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Presentation (15% = 6 pts)	4.0/6
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## Overall Assessment

**Purpose of Your Problem & Solution Framework Page:** This Problem & Solution Framework page is the foundation of your dashboard and the first thing visitors encounter. It should provide a clear, compelling introduction to your problem space—answering the fundamental question: "What management problem am I looking at and why does it matter?" Think of it as guiding readers through understanding: establishing WHAT the problem is, WHY it matters, WHO is affected, and HOW you'll measure success. Strong information architecture here helps both readers grasp your problem AND guides your own evidence collection in Module 2.

**Organizing Your Dashboard Content:** Your engagement challenge under zero-salary constraint shows strong problem definition with research grounding (Gallup Q12 2024, Saks 2023, SHRM statistics). You have the building blocks in your three files—now focus on organizing them on this page to guide readers. There are two effective approaches:

**1. Problem Architecture Approach** (organize by components):

Create clear sections: WHAT (zero-salary constraint + 62% engagement baseline) → WHY (\$2.43M turnover cost drives non-monetary intervention need) → WHO (five-category stakeholder cascade: Senior Leaders → Managers → Employees → HR → Vendors) → SUCCESS (12-week pilot with multiple decision criteria: +4 points engagement OR +3% productivity, AND manager usefulness  $\geq 7/10$ , April 2026 decision)

*Content mapping:*

- Pull your constraint prominence from ask-problem-definition.txt → open WHAT section with "Zero salary budget established upfront" transparency
- Pull your four-component intervention framework from ask-problem-definition.txt → show comprehensive engagement strategy (recognition + training + autonomy + growth)
- Pull your stakeholder cascade from ask-stakeholder-analysis.txt → emphasize managers as critical implementation layer between leadership and employee experience
- Pull your pilot decision framework from ask-success-criteria.txt → highlight multiple simultaneous success conditions (not single metric) with clear go/no-go criteria

**2. Reader Journey Approach** (tell as flowing story):

Open with compelling constraint-driven question: "62% engagement and 18% turnover under zero salary budget constraint—what NON-MONETARY interventions improve engagement?" Follow with baseline specificity (Q4 2024 survey data, Jan-Oct 2025 HR records) creating measurement foundation. Progress through stakeholder implementation dependencies (managers navigating tension

between HR engagement expectations and employee compensation expectations). Conclude with pilot program visibility (12-week timeline, April 2026 decision) and financial analysis (\$675K savings converting turnover costs to engagement investment justification).

**Visual aids strengthen both approaches:** Consider creating a stakeholder cascade diagram showing Senior→Managers→Employees→HR→Vendors implementation dependencies, a pilot decision framework flowchart with your multiple criteria (engagement +4 OR productivity +3%, AND manager usefulness  $\geq 7/10$ ), and a baseline→target ROI visualization converting your financial analysis to table format (Current: 18% turnover  $\times$  54 departures  $\times$  \$45K = \$2.43M → Target: 13% turnover  $\times$  39 departures  $\times$  \$45K = \$1.76M → Savings: \$675K).

*See detailed sections below for specific feedback on each file's content.*

## Detailed Feedback by File

### Problem Definition File

File: `ask-problem-definition.txt`

**Purpose:** This file should establish **WHAT** the problem is and **WHY** it matters to your organization. It creates the foundation for your dashboard's narrative by helping readers understand the current situation, its causes, and its consequences.

## Content Mapping for Dashboard

### From this file → To your dashboard page:

- **WHAT Section:** Lead with constraint transparency: "How can we improve employee engagement from 62% to 70% and reduce turnover from 18% to 13% with ZERO salary budget—no raises, no bonuses, no monetary incentives?" This constraint-first framing sets realistic expectations and establishes problem difficulty. Follow with baseline specificity (62% engagement Q4 2024 survey, 18% turnover Jan-Oct 2025 HR records) creating measurement foundation. Then introduce four-component intervention showing comprehensive engagement strategy despite financial limitation.
- **WHY Section:** Emphasize financial impact quantification converting turnover costs to engagement investment justification: "Current state: 18% turnover = 54 departures × \$45K replacement cost = \$2.43M annual. Target state: 13% turnover = 39 departures × \$45K = \$1.76M annual. Savings: \$675K first year, \$1.35M two-year." This financial analysis demonstrates non-monetary interventions' ROI—\$2,000 per manager operational budget generates \$675K savings through turnover reduction. Financial framing helps leadership see engagement improvement as cost reduction strategy, not expense.
- **Constraint Emphasis Throughout:** Integrate zero-salary constraint visibility across all dashboard sections. Problem Statement: "without monetary incentives." Stakeholder Analysis: "Managers implement non-monetary interventions while employees may expect raises." Success Criteria: "All improvements achieved with operational budget \$2,000 per manager max, zero compensation increases." Repeated constraint references prevent readers forgetting implementation reality and keep solution design grounded in organizational limitations.



## Stakeholder Analysis File

File: `ask-stakeholder-analysis.txt`

**Purpose:** This file identifies **WHO** is affected by and involved in the problem. It provides the "people dimension" that makes your problem concrete and helps readers understand competing interests, influence levels, and engagement strategies.



### Content Mapping for Dashboard

**From this file → To your dashboard page:**

- **WHO Section:** Pull your five-category stakeholder framework → create cascading visual showing implementation dependencies: Senior Leaders (approve/fund) → HR (design/manage) → Managers (implement/coach) → Employees (participate/provide feedback) ← Vendors (enable/support). Arrows show decision flow downward and feedback flow upward, with vendors supporting managers and HR horizontally. This cascade visualization helps readers understand that engagement initiatives require multi-level coordination—leadership approval insufficient without manager execution, employee participation impossible without manager coaching.
- **Constraint Tension Management:** Highlight competing stakeholder interests under zero-salary constraint. Senior Leaders: "Improve engagement without budget increases" (cost containment priority). Employees: "45% exceed expectations—where's compensation recognition?" (performance-reward expectation). Managers: "Implement non-monetary interventions while employees expect raises" (middle management squeeze). This tension acknowledgment demonstrates sophisticated stakeholder analysis—interests don't align perfectly, implementation requires navigating conflicts. Provide resolution strategy: "Recognition platform

addresses public acknowledgment needs, growth opportunities provide career advancement, autonomy provides intrinsic motivation—creating compensation alternatives that satisfy different needs."

- **Manager as Critical Lever:** Emphasize managers/team leads as implementation success determinant. Create "Manager Success Factors" section showing: Training (4-hour workshop + monthly coaching = capability building), Time Allocation (\$2,000 per manager operational budget = resource availability), Support Structures (HR provides templates, vendors provide platform training = manager enablement), Recognition Modeling (managers demonstrate recognition platform use = behavioral leadership). This manager-centric view recognizes that organizational initiatives succeed or fail at middle management layer—engage managers deeply or risk implementation failure.



## Success Criteria File

File: `ask-success-criteria.txt`

**Purpose:** This file defines **WHAT SUCCESS** looks like and **HOW** you'll measure it. It connects your problem definition to evidence-based outcomes by establishing specific, measurable criteria with baselines and targets.



### Content Mapping for Dashboard

**From this file → To your dashboard page:**

- **WHAT SUCCESS Section:** Pull your dual outcome framework → create "Primary Outcome" (engagement 62%→70%, turnover 18%→13%) paired with "Implementation Indicators" (manager confidence 4.2→7/10, recognition frequency

23%→73% weekly). Primary outcomes show ultimate goals, implementation indicators show intervention adoption. This separation helps readers understand success has two dimensions: ADOPTION (are people using interventions? manager confidence rising, recognition increasing) and IMPACT (are outcomes improving? engagement rising, turnover falling). Both necessary—high adoption with low impact signals wrong intervention, low adoption with any impact signals implementation failure.

- **Pilot Decision Framework:** Highlight 12-week pilot structure showing constrained experimentation before full commitment. Create "Pilot Logic" visual: "Small-scale test (12 weeks, subset of managers/employees) → Measure multiple dimensions (engagement +4 OR productivity +3% AND managers ≥7/10 AND no red flags) → Make evidence-based decision (April 2026: scale, modify, or discontinue) → Full rollout only if criteria met." This pilot framework demonstrates evidence-based management—test hypotheses before scaling, establish success criteria upfront, commit to data-driven decisions even if results disappoint. Pilot de-risks large organizational change by enabling course correction.
- **Baseline-Target-ROI Visualization:** Create three-column comparison showing where you START (baselines with sources), where you're GOING (targets with timelines), and what it's WORTH (financial impact). Example structure:  
Baseline Column (62% engagement Q4 2024 survey | 18% turnover Jan-Oct 2025 HR records | 4.2/10 manager confidence Sept 2025 survey | 23% weekly recognition frequency) → Target Column (70% engagement +8 points 12-month | 13% turnover -5 points 12-month | 7/10 manager confidence +2.8 points 6-month | 73% weekly recognition +50 points 3-month) → ROI Column (\$2.43M current turnover cost | \$1.76M target turnover cost | \$675K Year 1 savings | \$1.35M Year 2 savings). This three-part structure helps readers grasp problem magnitude (baselines), solution ambition (targets), and business justification (ROI) simultaneously.



## How These Three Files Work Together on Your Dashboard

Your **Problem Definition** provides the WHAT and WHY that sets the stage—helping readers understand the issue and why it matters. Your **Stakeholder Analysis** adds the WHO that makes it concrete—showing which groups are affected and how they'll be engaged. Your **Success Criteria** establishes WHAT SUCCESS looks like and HOW you'll measure progress—connecting the problem to evidence-based outcomes.

Together, these three pieces create a complete picture that guides your reader from *understanding the problem* → *seeing who's involved* → *knowing how you'll measure success*. This information flow is what makes your dashboard effective as a decision-making tool.

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**Files Reviewed:** `ask-problem-definition.txt` ,  
`ask-stakeholder-analysis.txt` , `ask-success-criteria.txt`

**Graded by:** Dr. Peterson | **Date:** October 16, 2025