

# Challenge sheet

Consider the following with your stakeholders before briefing your agency or gathering your evidence.

## SMART Core question

### 1 / The Situation

**What is the relevant context giving rise to this question?**

For example

- The long term business objective ('from...to')
- How is the business currently performing?
- Success criteria for that objective (eg KPIs)
- The customer/market/industry/regulatory context
- The current/legacy strategy
- The challenges to achieving the objectives

### 2 / The Planning Challenge

**What is the trigger which has given rise to the question for this project now?**

For example

- Where does this project/question fit in the bigger picture?
- What are the decisions or actions which need to be taken with these results and by whom?
- Are there any hypotheses on what the answer may be and the implications of these? What is the opposite view to explore?
- What are the consequences of this work not delivering?

### 3 / The Considerations

**Are there any factors which will have a bearing on the required answer?**

For example

- What is in/out of scope?
- Key outputs required; in what form, by when, for whom?
- Any constraints (business, organisational, cultural, budget, time etc)?
- What evidence already exists to answer the unpacked question?

# SMART questions

**Specific**

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**Measurable**

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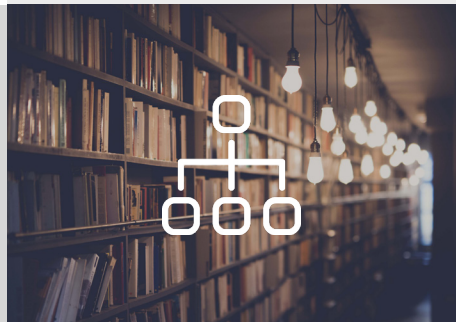
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**Action-oriented**

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**Relevant**

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**Time-bound**

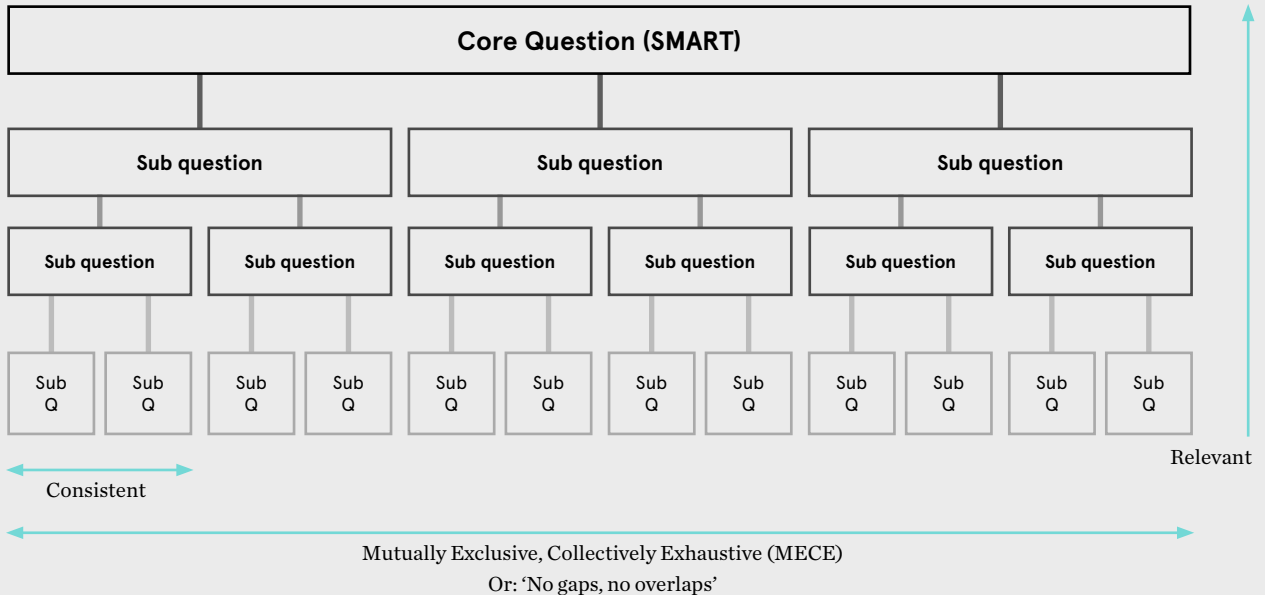
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# Issue Tree

Use to identify and structure the work for a project.  
Break the Core Question down, systematically until there are questions which are small enough to be analysed.



# Benefits of Issue Trees to Agile working



## Definition

A simple, logical statement/picture of what is and what is not needed.

Avoids wasting time on confusion and dead-ends.

## Gaps

Clarity on what is already held, vs what is needed and where the new answers are to be sourced from.

You can often answer a question without any new work!

## Alignment

Gives confidence that all stakeholders are aligned on what is in scope (and what won't be covered).

Gives them the confidence to let go.

## Checklist

An agreed touchpoint for both client and agency to use through the project.

Avoids mistakes and misunderstandings.

## A signpost

The Issue Tree is a great starting point for the end story so saves starting from scratch.

## Navigation tool

Copes with changes in scope, by checking and challenging when issues arise and as an agile tool to navigate any changes needed.