

DREAM Model

Problem-solving is about delivering benefits – making improvements that stick! Ideally, your benefits will be delivered in a way that’s both effective and efficient. But how do you know this is occurring and, when it’s not, make timely adjustments?

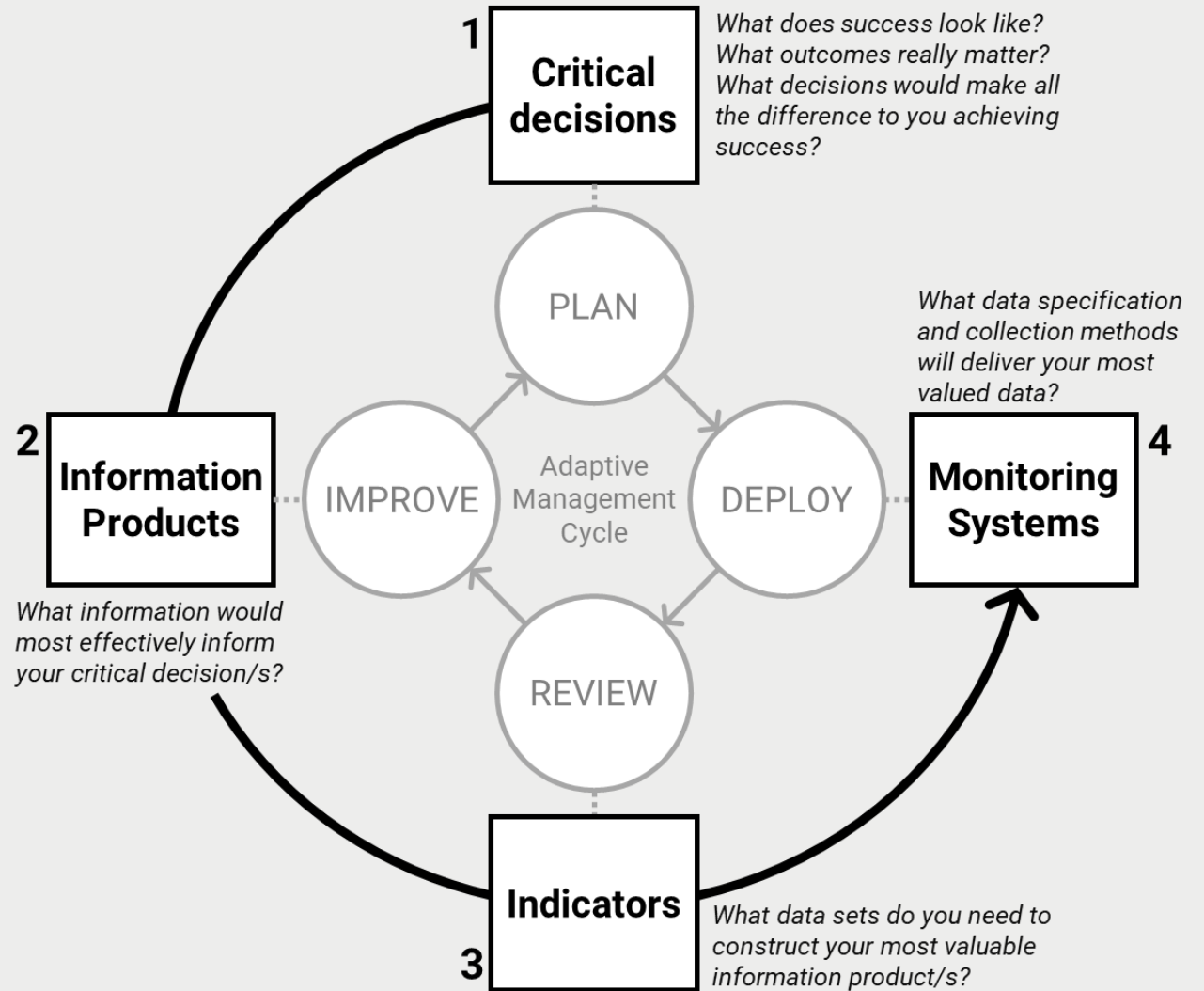
Only by gathering and evaluating data can you know if your problem-solving investments are enabling progress and delivering results. So, what data do you gather, particularly when it’s possible and seducing to gather so much data? More data does not necessarily translate to better information and better decisions.

By following the DREAM Model (Data for decisions by Reverse Engineering the Adaptive Management cycle) you can design (or improve) your monitoring program. The model focuses you on critical performance improvement decisions and only the data you need to make those decisions.

The very best way to identify the indicators you need to build your valuable information products is by *drawing* those information products.

Often a subset of indicators will emerge that are required in several information products – data that can be collected once and used many times. This is the data that’s most useful and valuable – somewhat like the ‘vital signs’ a doctor might check.

More insights about the use and value of the DREAM Model are outlined in *Smashing the State of Dumb·stuck*. Test and share them today.



Steps to using the DREAM Model

1. Identify the decisions that really matter, the decisions you want to be taking to drive real, meaningful progress.
2. Design (by drawing) single-page information products that would effectively inform those decisions.
3. Identify the indicators that comprise the information products. What data sets do you most need?
4. Define (or refine) your monitoring system to collect, store, analyse and report the essential data with the required level of resolution and frequency.

DREAM Model

The DREAM Model is another example of the power of being outcome-focused and 'starting with the end in mind'. Use this template to work through the four steps to designing the monitoring program that will inform your decision making. Note that step 2 – designing your information products – is best done on a whiteboard. Literally draw the information product you'd love to be given. By drawing your information product, you will reveal many important aspects that simply won't become apparent in this tabular form.

Decisions that matter ▶ The decisions you want to take to drive real and meaningful progress	Information products ▶ The information you want to see on a single page to inform your decision	Indicators ▶ The data sets you need to construct the information product	Monitoring systems The nature, location, resolution and frequency of monitoring required to source the required data
<p><i>e.g.</i> How and when to make each successive investment in actions to achieve net zero emissions by 2030 such that the return on investment (ROI) is optimised.</p>	<p><i>e.g.</i> Action/investment options Cost per option Inter-relatedness of options Expected ROI per option Emissions reduction per option Expected deliverability of each option Confidence that emissions reduction and ROI will be sustained, per option</p>	<p><i>e.g.</i> Option name and key characteristics Capital and operating costs calculated as a net present value (NPV) Commercial interest rates Success factors per option Expected financial return (BCA or IRR) 'Before' and 'after' emissions by Scope I, II and III Delivery risks and their likelihood</p>	<p><i>e.g.</i> Desktop studies Finance team's commercial models Banking / capital market rates data Measured GHG emissions by activity type Modelled future GHG emissions by type Functional dependency map Business risk analysis</p>