

# Ws & Hs Sheet

## For Anyone Willing to Start Out Fair Share

Fair Share begins with formulating every activity or action steps. Fill out a separate sheet for each relevant activity or action.

Concrete results are achieved through concrete action. The following fill-out sheet serves as a means to make *action points* concrete, i.e. measurable.

Date:

### **What**

needs to be done, what tasks or action should be taken?

Turn every task or action (point) into new 5 Ws and 2 Hs:

### **Who**

will carry it out?

Optionally: For whom is the *What* intended? Belongs to: *To what purpose*:

### **Why/To what (purpose)**

should the action lead?

Think of: desired result, objective to be achieved, needed improvements.

### **When**

should the action be carried out, and completed?

## **Where**

should the action take place?

## **How much**

will it cost (or: How big is the budget)? In terms of:

- money
- manpower
- time (which means: How long?)
- the leeway (i.e.: What are my competencies and those of my implementers, how big is my/their leeway?)
- the scale of the desired result (see *Why/To what purpose*)

## **How**

should the action be carried out, which routing?

Note: the *How* in the *What* includes an answer to the question: **how should this *What* be sold to others?**

The *What* —and the eventual outcomes of an action!— has to be translated into the relevant stakeholders' *Hidden Goals*.

**Save this sheet under a different name, delete the content and proceed with a new bottleneck.**

## **Gaps**

If no answer can be found to one of those points, turn that point into a new action, i.e. new 5 Ws and 2 Hs.

It's not (always) necessary to go through the 5 Ws and 2 Hs in the above-mentioned order. It's all right to start with any *W* or *H*.

## Explanatory Notes

- it's usually more practical to start with a simple *What* and subsequently determine all *To what purpose*. If more than one *To what purpose* are formulated —or implicitly present—, then as many other *Ws* and *Hs* should be filled out. In the event that there is more than one *To what purpose* for an action —and hence more objectives—, it is quite likely that several actions have to be taken in order to achieve those objectives. Each of all these different actions should then be converted into a new *What*, with its *Hs* and *Ws* that have to be filled out.
- Check the *To what purpose* on the number of impacts on *For whom*, and if necessary, split the *To what purpose* again.

Furthermore, the following points are important:

- The *What* (to do) invariably represents a *condition* to achieve an *objective*. The *What* refers to an action, it is an indispensable (first) condition for any objective. Action means activities (i.e., acting); therefore, the *What* should always include a verb.
- The *To what purpose* refers to the intended result.
- Specifying which capacities (i.e. resources such as people, money and time) are required to carry out an action is in itself a reflection on an abstract level. For, capacities remain abstract concepts as long as there are no objective and no appropriate conditions to deploy them, such as assistance from others, a particular structure or organisation of activities. They are, so to speak, 'speculations' about where you could use them.

For example, someone may have a lot of work experience or skills, but his job has become redundant through automation and, hence, his chances of finding a job are severely reduced. Therefore, his/her capabilities are doomed to become an unfulfilled potential.

- *Who* will carry out the action?
- *Where* will the action be taken place?
- *When* should the action be implemented (and completed)?
- The *How* —that is, in what way should the objective be achieved (or should the action be carried out)— refers to a 'trick' (demonstrated proficiency), thus to a (qualitative) capability.
- *How much* capacity (resources) is available? The *How much* may, apart from that it indicates resources (manpower, money, time, etc.), also serve to indicate the magnitude of the result (*To what purpose*).
- A condition also means: *Who* (which people) did have demonstrated this 'trick' before, and are these people available?
- And finally, the *Ws* and *Hs* can be used to analyse events as well.