

# Questions for Improving - Topics of Interest

These questions are the result of a team brainstorming sesh where we first formulated as many reseach/interview questions as possible and then later organize the questions into 4 Sections.

The Sections include questions regarding:

- [Revised the BSC](#)
- [Data Visualization](#)
- [Questions for our Project Partner](#)
- [Overall General Questions](#)

## **Research Questions (Revised BSC):**

- How do we utilize quantitative data to provide status as well as insights for further investigation
- If we can't change the financial data, how do we use it to find gaps
- How could we provide a formula to justify the significance of the data within each section?
- How might we determine the BSC's "visual smells" (identifiers)
  - o How might we determine visuals for their smells?
- How might we use Analytic Solver on Excel to help Improving determine new metrics?
- How might we find a way to insert a formula or Macro into the Balanced Score Card to prompt insights and information to the user dashboard when 'X' data reaches a certain value?
- How might we identify and leverage leading indicators within the Balanced Score Card to prompt insights?
- How might we find a way to integrate macros within the data with as minimal manipulation as possible?
- Is there a way to insert a formula and draw connections between the data within each section (e.g., Financial to Culture)?
- How could we provide a comparison between the previous-year BSC results and the current ones?
  - o Do you combine data from previous years into one sheet?
- Can we insert a formula to justify the significance of the data within each section?

## **Research Questions (Data Visualization):**

- What kind of data visualization tools or ad-ons can we utilize
  - Plotly ad-on - Brindle
- 1. “How do we tie the story behind the numbers?” David Belcher
  - 1.1. Should we try to get lower-level employees more involved with the BSC?
- 2. How might we pull data visualization models from external sources and have them automatically inserted into the Balanced Score Card Excel sheet when a certain criterion is met?
- 3. How might we make the Balanced Score Card more easily interpretable with leading indicators?
- 4. How do we make this as universal as possible?
- 5. How could we better design the graphs?

## **Interview Questions for our Project Partner (Improving):**

- 6. What are their Logos and Anchors? Why is it an important metric for them?
- 7. At what point in their process are they inputting the data
- 8. How might we get access to interview Improving’s lower level employees in order to determine their involvement in the BSC?
  - 8.1. Would employees even want to see or benefit from seeing the BSC?
- 9. How might we get access to the BSC of different locations?
- 10. How might we understand the consulting services they provide for their clients?
- 11. How might we identify proper employee participation metrics with the data provided?
- 12. How might we create interview questions that pinpoint key employee engagement feedback?
- 13. What type of input errors have they seen?
  - 13.1. Human errors and what else?
- 14. Could we be able to send other locations a copy of the BSC we received?
- 15. Ask them for contacts on other stakeholders (under Potential Stakeholders Section)
- 16. What is the structure of the BSC overview meeting?
- 17. What other software do they use to input data into excel

18. Outside of excel, what other platforms, software, or manual input do yall use to input data
19. Proactive in what sense? They said they wanted to be proactive when it comes to the BSc
20. Are they looking for gaps? If so, are the gaps in relation to the type of data recorded or to the information the data is telling them?
21. Why did they choose to record the data points that are within the BSC?
22. Is there a deeper connection outside of the boundaries of each section?
23. What is the true significance of trust? **also red**
  - 23.1. How do we best accommodate Improving's trust as much as possible?
24. What are the most significant areas/metrics within the BSC?
25. **How could we provide a comparison between the previous year BSC results and current?**
  - 25.1. Do you combine data from previous years into one sheet?

## Research/Interview Questions (General):

- Can we find the hard data pertaining to how [culture] impacts the financial success
- How might we determine more data improvement should investigate
- Would it even be valuable or time efficient to look into the BSC of other locations/divisions?
- How might we reduce human error from data input into the BSC? (SBU)
- How might we use software or Excel Ad-Ons to help Improving identify new metrics or KPIs?
- How might we identify potential connections between the metrics within Improving's BSC sections (Financial, Culture, Services, and Operations)?
- How might we ensure that the feedback we receive from each employee interviewee is centralized around a relative objective?
- How might we analyze external employee engagement from individual perspectives in the [Culture] analysis
- Once we make our edits to the BSC, could we add an extension (like Notion, or Sisense) to organize priorities for metrics that didn't meet the goal?
  - An end-game idea implemented into excel