



**Examining**

**Developing Key Themes**

Part 3 – Key Themes





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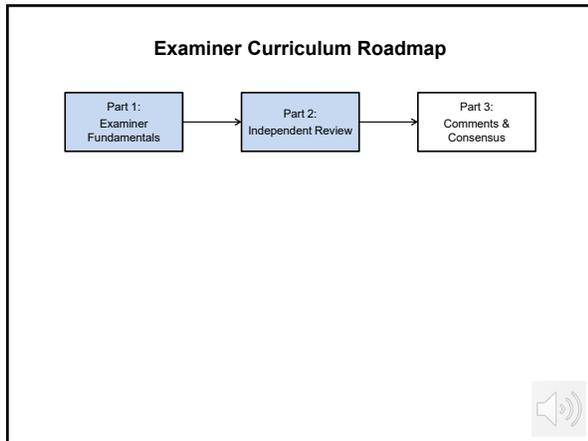
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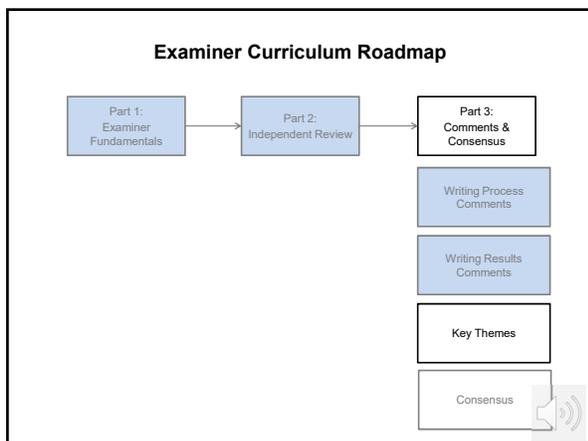
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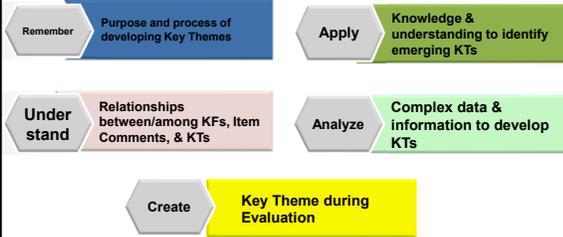
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## Learning Objectives



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## Outline for this Module

- 1 Key Themes: The Basics
- 2 Developing Key Themes
- 3 Key Themes Practice
- 4 Key Themes Review



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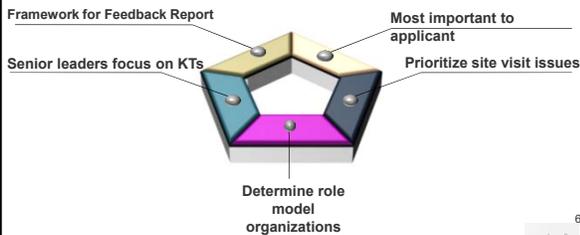
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## Why are Key Themes Important?



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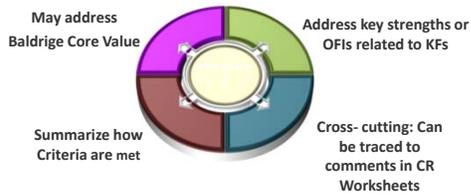
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## Key Themes – Key Features



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## Key Themes: The Basics

Key themes are addressed to the applicant's senior leaders and serve as an executive summary. They appear first in the feedback report.

Key themes summarize the most vital issues for the organization as a whole, including what the organization must do to remain or become competitive and to ensure long-term sustainability.

Key themes cut across items, reflect role model practices or important OFIs, relate to a key factor, and may tie to a core value

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## Key Themes: The Basics (cont.)



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## Key Themes: The Basics (cont.)

The Key Themes Worksheet is organized into four sections:

a) Process Strengths	What are the most important strengths or outstanding practices (of potential value to other organizations) identified in the applicant's response to the process items?
b) Process OFIs	What are the most significant opportunities, concerns, or vulnerabilities identified in the applicant's response to the process items?
c) Results Strengths	Considering the applicant's key business/organization factors, what are the most significant strengths found in its response to results items?
d) Results OFIs	Considering the applicant's key business/organization factors, what are the most significant opportunities, vulnerabilities, and/or gaps (related to data, comparisons, and linkages) found in its response to results items?




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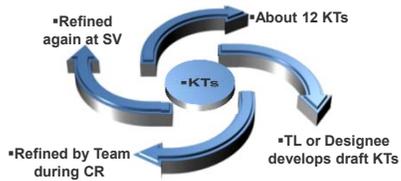
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## Key Themes: The Basics (cont.)



*Tip!* Capture key theme bullets during Independent Review




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## Key Themes: The Basics (cont.)

For example, in the Organizational Profile the applicant discusses the extensive use of teams, from developing the vision and values through improving processes, and describes an infrastructure for teams in the organization. You might note this as a potential key theme as early as when you are reading the Organizational Profile.

If teams are used and woven throughout the application, it might result in a key theme process strength.

If teams are not mentioned much in the application and it's not clear that they are used as described in the Profile, it might result in a key theme process OFI.




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## Key Themes: Process

You have been designated by the Team Leader to draft a key theme. You have:

- ✓ Reviewed all the relevant comments for Items from the team's draft Consensus Scorebook.
- ✓ Identified and highlighted recurring ideas and grouped the comments by "theme."
- ✓ Noticed some comments are bolded or placed first among Item comments indicating the team's sense of their importance for applicant.
- ✓ Reminded yourself of key factors related to each emerging key theme.

*Now you're ready to draft a key theme!*

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## Key Themes Review

Be sure that every Key Theme:



1. Focuses on one main topic
2. Explains the strength or OFI and its importance to applicant
3. Contains pertinent examples traceable to team's comments and evidence in the application
4. Is written in "plain English"—understandable by all key customers
5. Is not judgmental or prescriptive

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## Key Themes Review (cont.)

Be sure that Final Key Themes Worksheet:



1. Has about 12 – 15 key themes in total
2. Has an appropriate balance of comments that support process and results band scores
3. Contains "logical" strength key themes in relation to OFI key themes for both process and results

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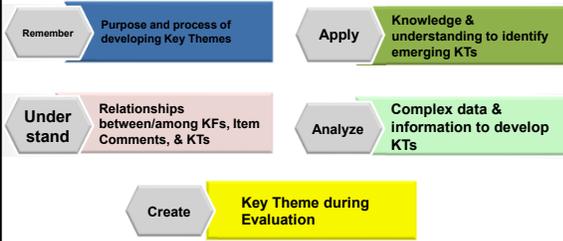
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## Module Review



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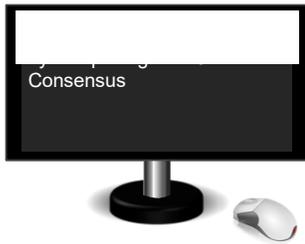
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## A Look Ahead to the Next Module



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