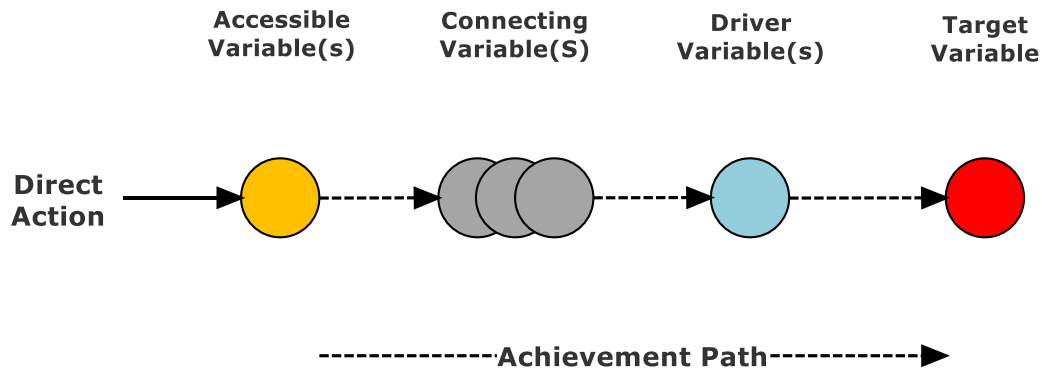


Tools for Knowledge Workers

The Achievement Path



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The first thing to know about achieving an outcome is that a desired or intended outcome is best thought of as a specified value of some targeted variable (e.g., a reject rate of one percent or less). Achieving an outcome in an organizational setting often requires that we change something “over here now” in order to realize the intended outcome “over there later on.” The effects of our actions must “ripple through” the structure of the situation, which is really a network of variables, eventually affecting the Target Variable. The Achievement Path is the path that runs from our direct actions to the Target Variable. Between us and the Target Variable are three other kinds of variables. Accessible Variables are those we can affect through direct, immediate action. Driver Variables are those that directly affect the Target Variable. And Connecting Variables link Accessible Variables to Driver Variables. This is the path our actions must “ripple through.”

For a more detailed explanation of Achievement Path, click [here](#).

For a workplace example of an Achievement Path, click [here](#).

