

Management Tools

Chapter 17

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Management & Planning Tools

- Why Why??
- Forced Field Analysis
- Nominal Group Technique

Why Why Tool

- Very simple and effective tool.
- Focuses on the process rather than on people.
- Quick method to solve problems.

Example

- Why did we miss the deadline ?
- The machine broke.
- Why did the machine broke?
- The machine never had maintenance.
- Why?
- The maintenance record is missing

Forced Field Analysis

- What it does?
- How to use it:
 - Define the objective
 - Determine criteria/problem
 - Brainstorm forces
 - Prioritize forces
 - Take action

Forced Field Analysis

Objective: Stop Smoking		
Promoting forces		Inhibiting Forces
Poor Health	→	← Habit
Smelly Clothing	→	← Addiction
Poor Example	→	← Taste
Cost	→	← Stress
Impact on Others	→	← Advertisement

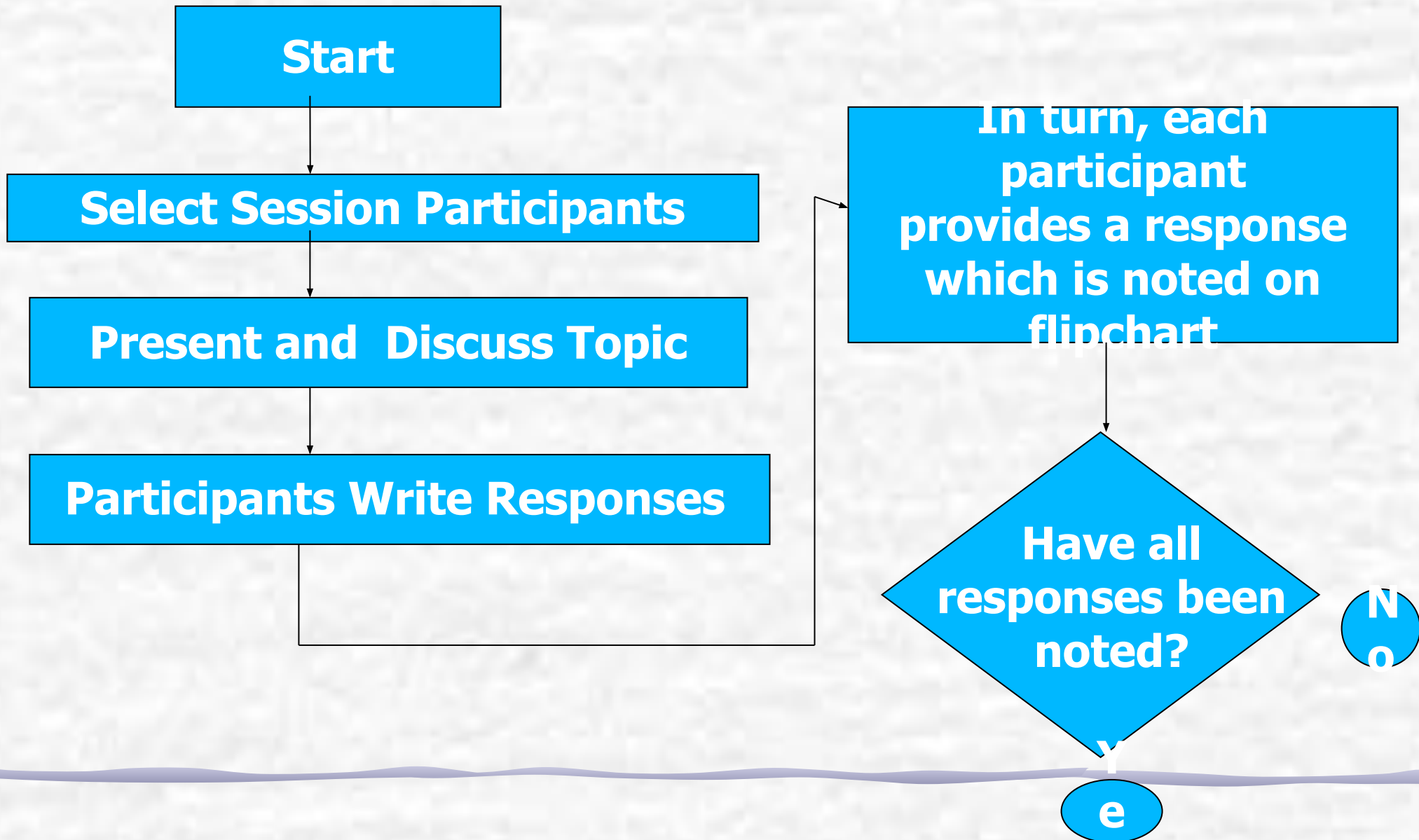
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Nominal Group Technique

- Developed in 1971
- Consensus planning tool
- Used for:
 - Identifying major strengths
 - Equal opportunity/voice
 - Increase participation
 - Reduce errors
- Simple Process:
 - Generate written ideas “individually”.
 - List ideas on chart.
 - Rank all the ideas on paper “individually”.
 - Rank
 - Most important

Nominal Group Technique Diagram





Management & Planning Tools

Affinity Diagram

Interrelationship Digraph

Tree Diagram

Matrix Diagram

Prioritization Matrices

Process Decision Program Chart

Activity Network Diagram



Affinity Diagram

- What it does?
- When to use?
- Benefits of using
- The Process
 - State the issue
 - Brainstorm and post
 - Sort ideas
 - Create headings

Affinity Diagram

What are the issues involved in missing shipping dates

Not enough
fork trucks

Insufficient
training

Engineering
changes

No place for
returns

Overcrowded
dock

Shipping turnover

Teams not used

Computer
crashes

Inexperienced
supervisors

Error on bill of
lading

Affinity Diagram

What are the issues involved in missing shipping dates

Facilities

Overcrowded dock

No place for returns

Not enough fork trucks

People

Insufficient training

Teams not used

Shipping turnover

Inexperienced supervisors

System

Computer crashes

Engineering changes

Errors on bill of lading

Affinity Diagram

Example




Interrelationship Digraph

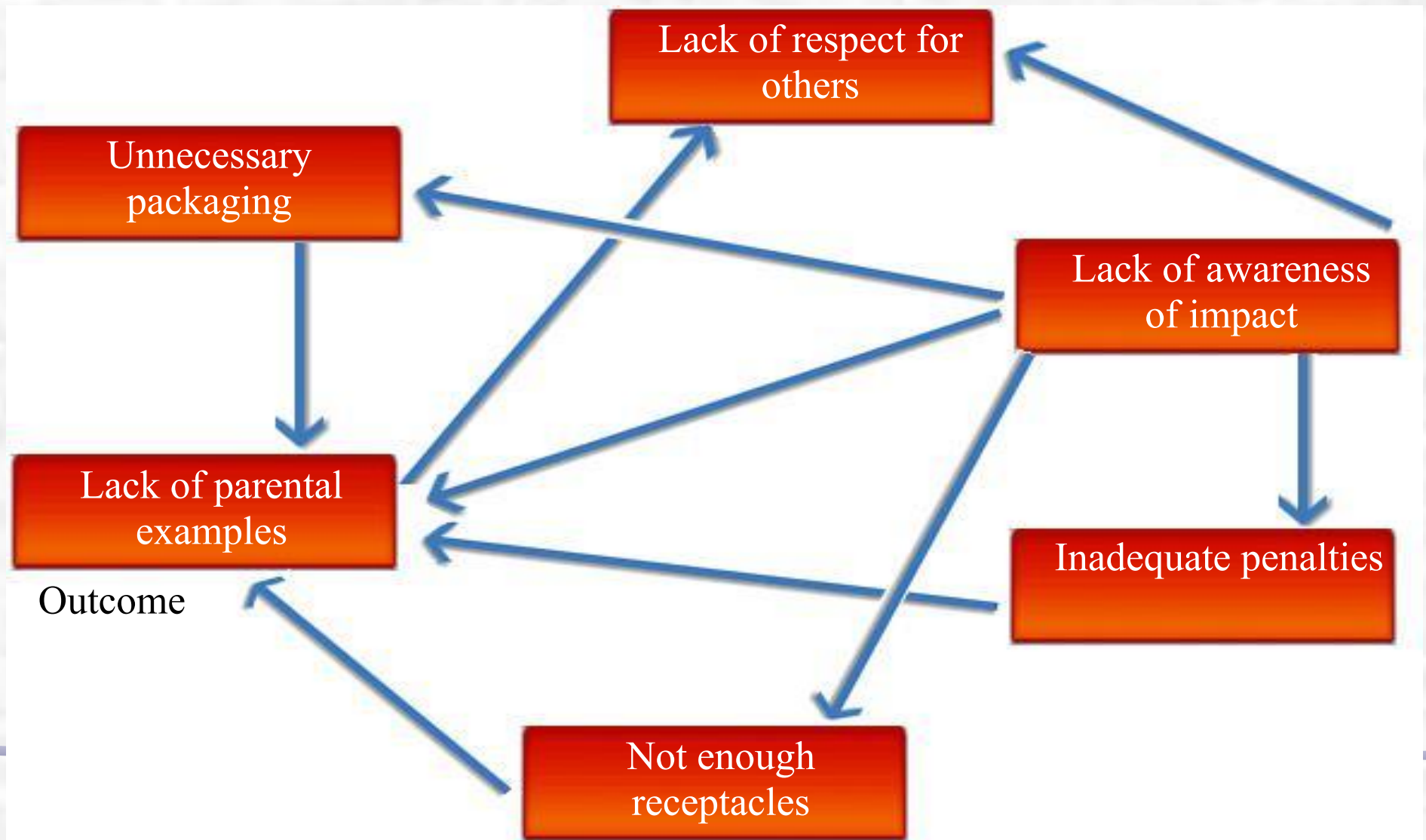
- Clarifies interrelationship of many factors
- Classifies cause-and-effect relationships



The Process:

- 1) Agree on the issue or question
 - 2) Add a symbol to the diagram
 - 3) Put ideas in a circle
 - 4) Compare elements to others
 - 5) Use arrows
 - 6) Draw arrows from element of influence
 - 7) Review and revise
 - 8) Determine root causes or drivers
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Interrelationship Diagram



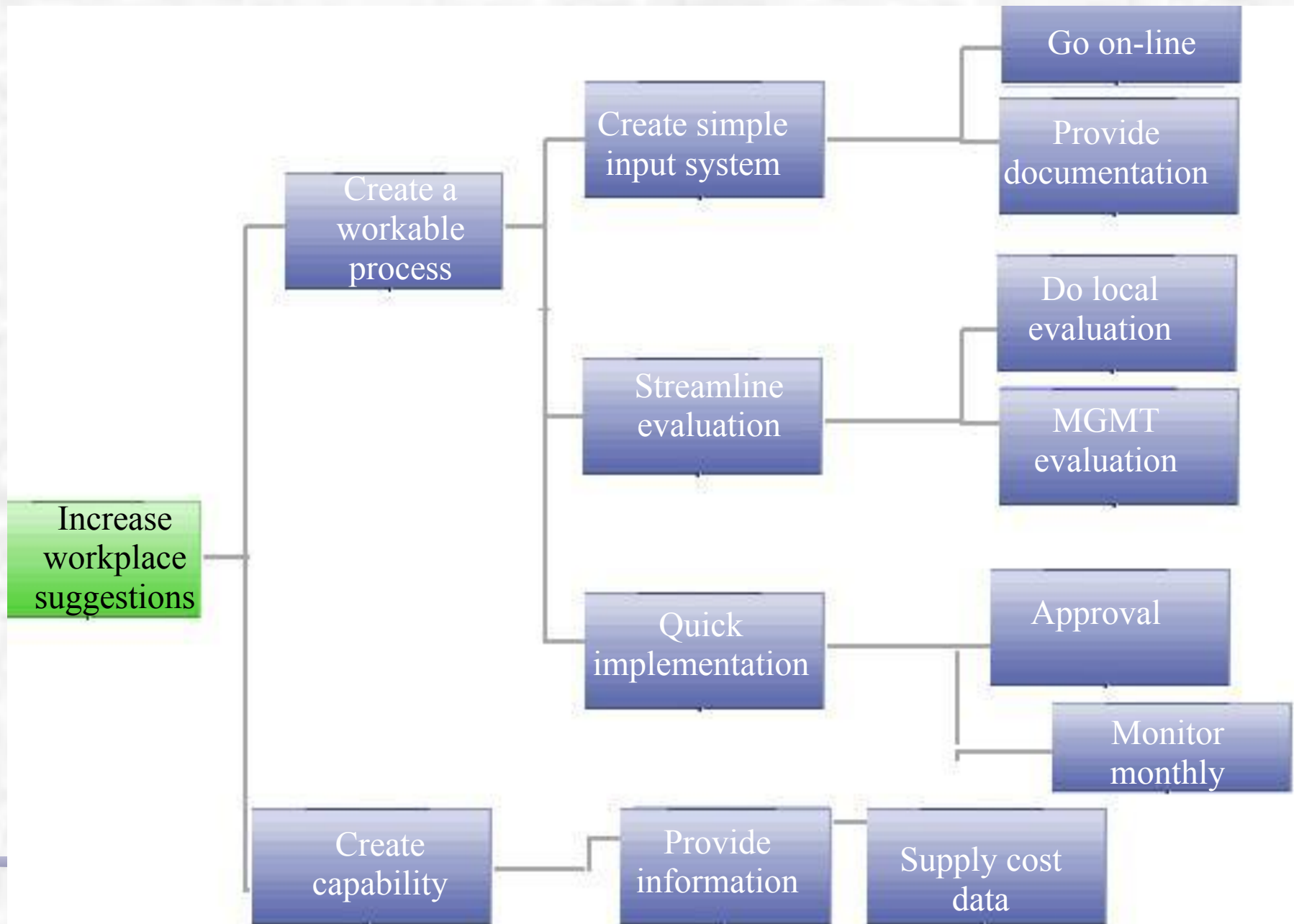
Questions Comments



Tree Diagram

- Used to reduce encourage team members to think creatively, make large projects manageable and generates a problem-solving atmosphere.
- The Process:
 - Choose action-oriented objective statement from “ interrelationship diagram, brainstorming or team mission statement”.
 - Choose the major headings.
 - Analyze the major headings.
 - For each task node, think of the sub-tasks that will be required, and add them to the tree.

Tree Diagram



Matrix Diagram

- Used to identify, analyze and rate the relationship among two or more variables.
 - Select factors.
 - Select appropriate format.
 - Define symbols.
 - Analyze each cell by inserting the appropriate symbol.

Matrix Diagram

Tool \ Use				
	Creativity	Analysis	Consensus	Action
Affinity Diagram	○		○	△
Interrelationship Tree Diagram		○	●	
Prioritisation Matrix Diagram		●		●
PDPC	●	●	●	○
Activity network			●	○

Always	○	Frequently	●	Occasionally	△
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Prioritization Matrix

- What it does?
- When to use it:
 - Broad objectives must be broken down
 - All of the implementation options must be explored
 - Assignable tasks must be created

Prioritization Matrix

MEDICAL LAB :: QUALITY IMPROVEMENT PROJECTS :: DECISION MATRIX

POTENTIAL PROJECTS	CRITERIA						SUMMARY
	Ease of implementation 4	Potential Impact 3	Cost 3	Urgency 5	Most Requested by Customers 1	Obstacles 3	
Improve tracking of blood samples	$5 \times 4 = 20$	$3 \times 3 = 9$	$5 \times 3 = 15$	$3 \times 5 = 15$	$2 \times 1 = 2$	$5 \times 3 = 15$	76
Improve consistency of blood work analysis	$2 \times 4 = 4$	$5 \times 3 = 15$	$2 \times 3 = 6$	$5 \times 5 = 25$	$5 \times 1 = 5$	$1 \times 3 = 3$	58
Improve documentation for criminal cases	$4 \times 4 = 16$	$4 \times 3 = 12$	$3 \times 3 = 9$	$4 \times 5 = 20$	$4 \times 1 = 4$	$3 \times 3 = 9$	70
Improve communication with hospital	$3 \times 4 = 12$	$3 \times 3 = 9$	$3 \times 3 = 9$	$2 \times 5 = 10$	$3 \times 1 = 3$	$2 \times 3 = 6$	49
Speed up blood work analysis	$3 \times 4 = 12$	$3 \times 3 = 9$	$4 \times 3 = 12$	$3 \times 5 = 15$	$4 \times 1 = 4$	$3 \times 3 = 9$	61

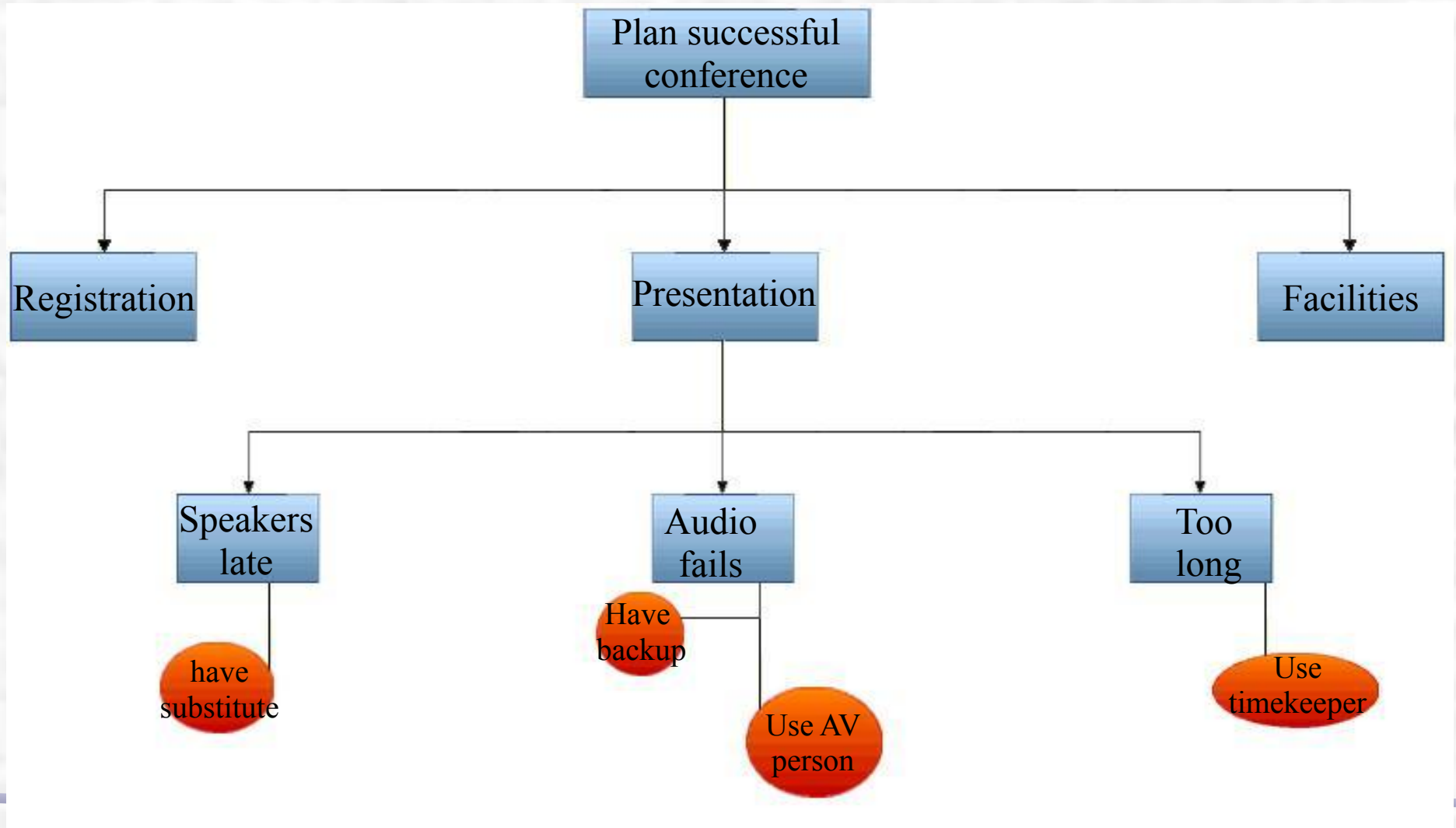
Process Decision Program Chart (PDPC)

- What it does?
- When to use it:
 - The task is new, unique
 - The task is complex
 - The implementation must keep to a tight schedule
 - There are problems with a reasonable chance of happening

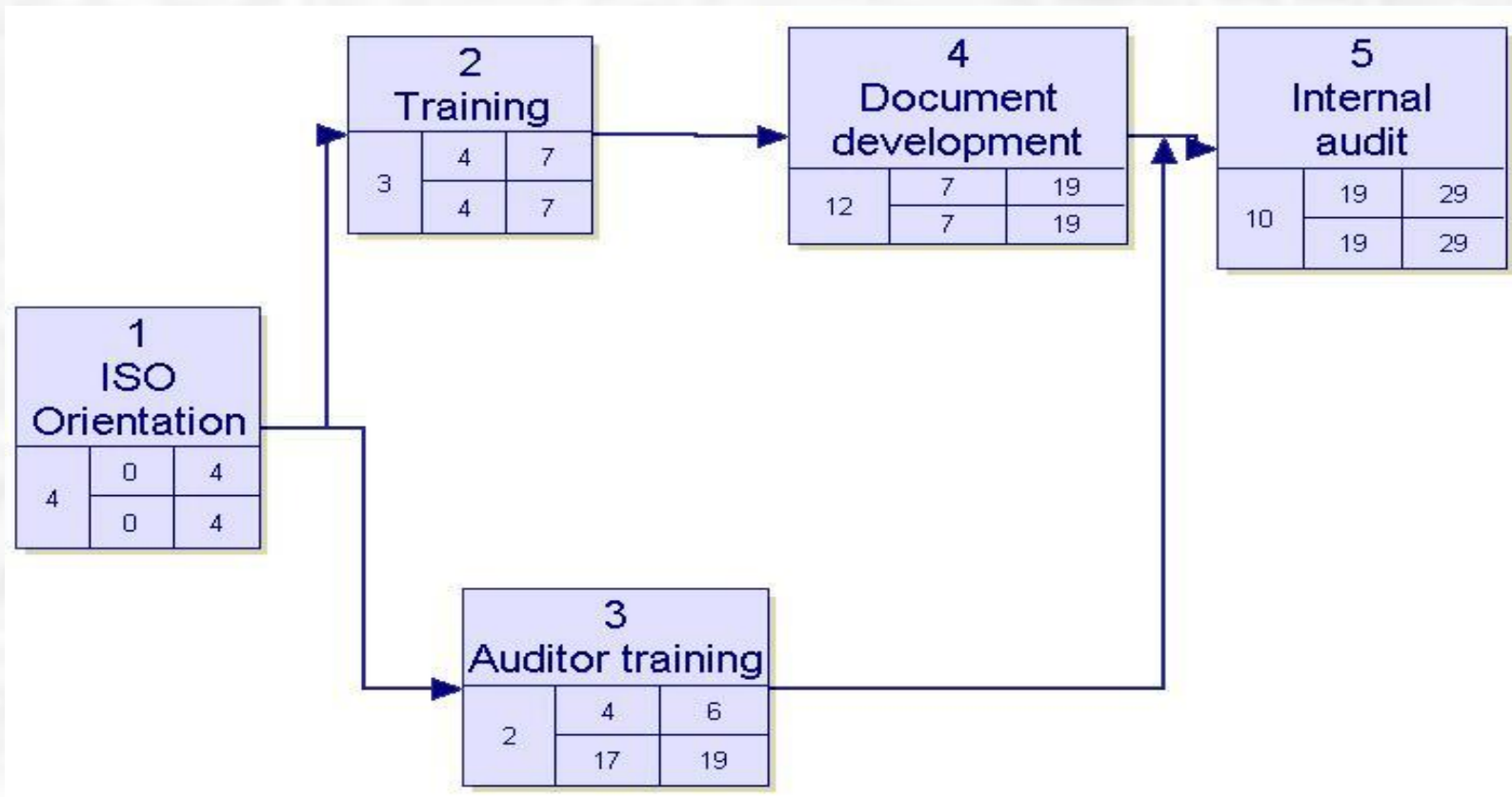
PDPC

- The process decision program chart is a tool for contingency planning.
- Helps the user to select the best processes to be used to accomplish a desired task
- Assists in visualizing the alternatives
 - Forward planning
 - Backward planning

Process Decision Program Chart



Activity Network Diagram



Activity Network Diagram

- What it does?
- When to use it:
 - The task is a complex one
 - The sub tasks are familiar with know duration
 - The projects is a critical org. target
 - Simultaneous implementation paths must be coordinated
 - There is little margin for error in the actual vs. the estimated time of completion

Activity Network Design

- Some other versions of this method
 - PERT chart
 - Programme evaluation review technique
 - Arrow Diagram
 - CPM Chart
 - Critical Path Method



Quality Control Tools

Cause & Effect (Fish bone)

Flow Chart

Run Chart

Control Chart

Histogram

Pareto Chart



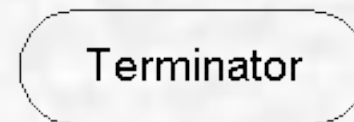
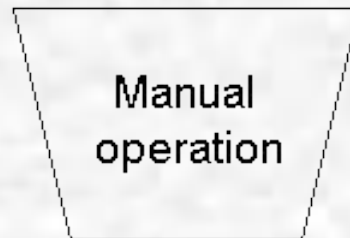
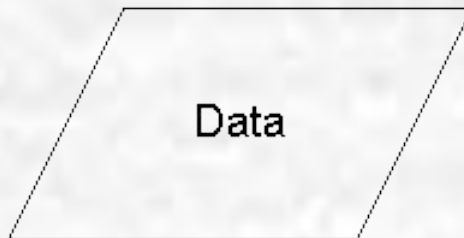
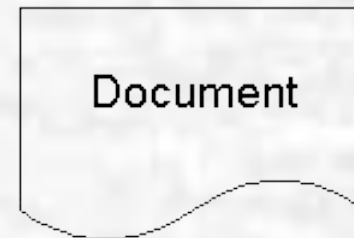
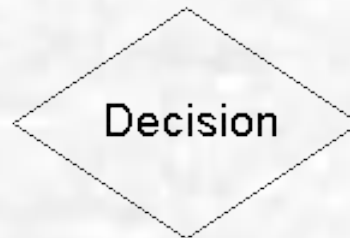
Cause & Effect Diagram

- A diagram composed of lines and symbols designed to represent a meaningful relationship between an effect and its causes
- Developed by Dr. Kaoruno Ishikawa and adapted to improving quality by Dr. W. Edwards
- Often referred to as an Ishikawa diagram or fishbone diagram

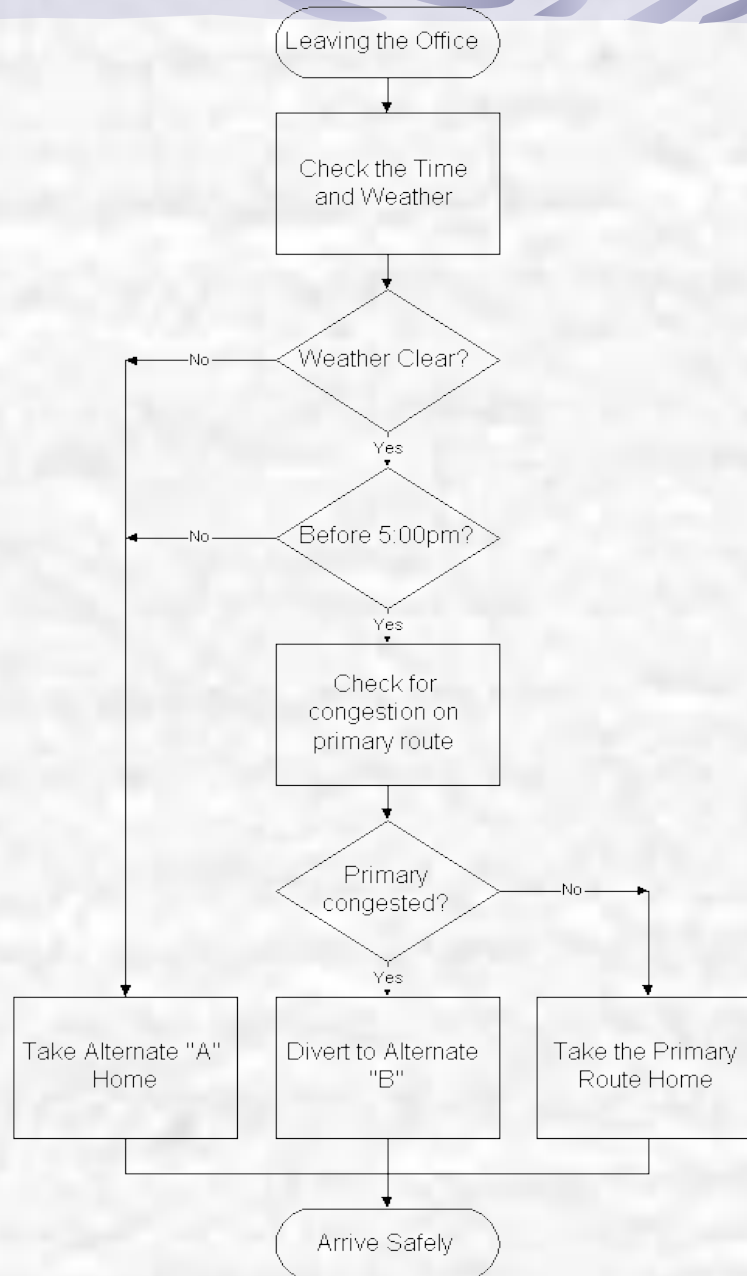
Flow Charts

- A flow chart is a pictorial representation showing all of the steps of a process.
- **A Flowchart is used for:**
 1. Defining and analyzing processes
 2. Building a step-by-step picture of the process for analysis, discussion, or communication purposes
 3. Defining, standardizing, or finding areas for improvement in a process

Symbols Used

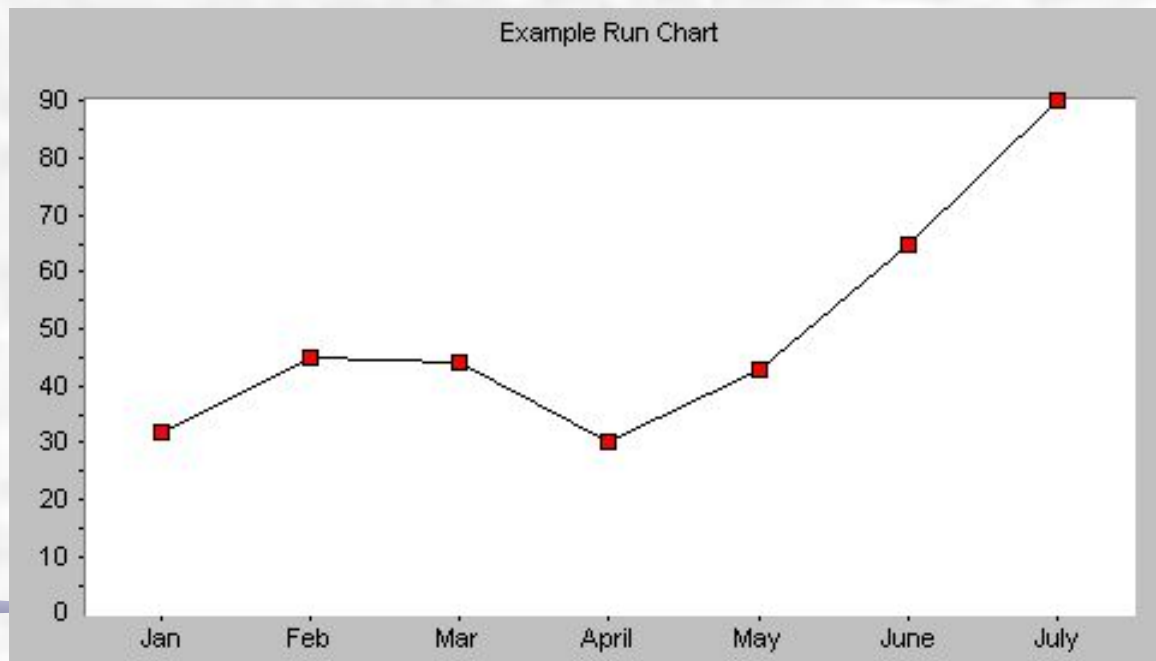


The Best Way Home



Run Chart

- Run chart allows teams to study observed data for trends or patterns over a specified period of time.



Control Chart

- A statistical control chart is a graphic comparison of process performance data to computed “statistical control limits,” drawn as limit lines on the chart.
- A statistical tool used to distinguish between process variation resulting from common causes and variation resulting from special causes.

Control Chart

- Benefits
 - Monitor process variation over time
 - Differentiate between special cause and common cause variation
 - Assess the effectiveness of changes to improve a process
 - Communicate how a process performed during a specific period

Control Chart

- Types of Control charts
 - Attribute Data
 - Data that results from counting the number of occurrences
 - Variables Data
 - Displays values resulting from the measurement of a continuance variable

Control Chart

- Three types of of charts:
 - X-Bar and R Chart
 - Individual X and Moving Range Chart for variables Data
 - Individual X and Moving Range Chart for Attribute Data

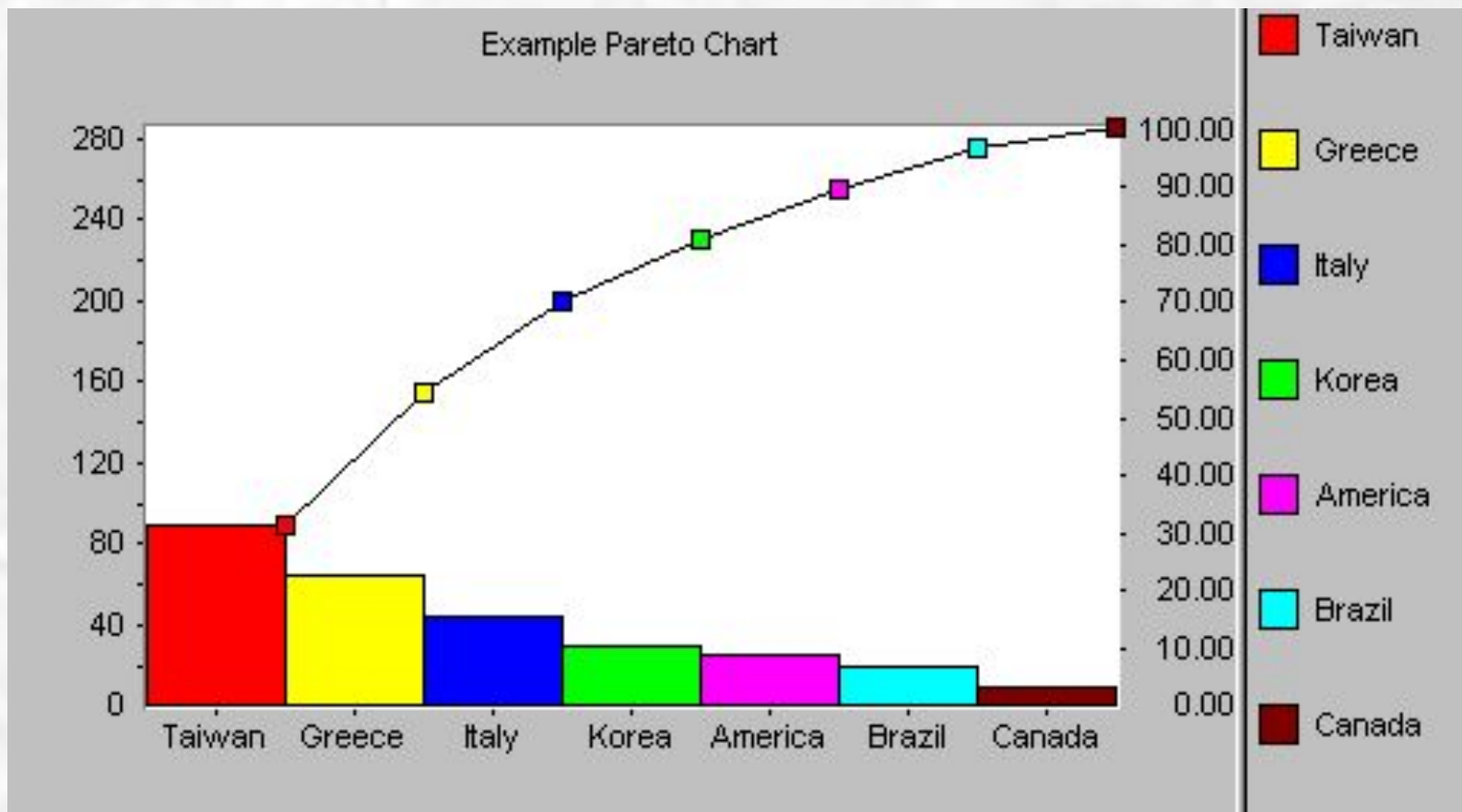
Histogram

- A histogram is a graphic summary of variation in a set of data
- Basic data analysis tool for analyzing frequency of occurrence of items
- provides an easy-to-read picture of the location and variation in a data set.

Pareto Chart

- Pareto analysis is a ranked comparison of factors related to a quality problem
- Prioritized bar chart for determining which problem to work on first.
- Arranging data so that the few vital factors that are causing most of the problems reveal themselves.

Pareto Chart



Creativity Tools

- Brainwriting 6-3-5
- Classic Brainstorming
- Imaginary Brainstorming
- Knowledge mapping
- Morphological Box
- Picture Associations and Biotechniques
- Problem Reformulation
- Purpose Hierarchy
- TILMAG
- Word Association and Analogies

QUESTIONS COMMENTS

