

Planning Tools Matrix

Tool/Group Process		Back-ground Assessment	Ends Planning/ Visioning	Means/ Action Planning	Monitor- ing Progress
Affinity diagram	<ul style="list-style-type: none"> • Breaks down complicated issues into easy-to-understand categories • Taps into the group's creativity and intuition • Often used after brainstorming 		X		
Brainstorming	<ul style="list-style-type: none"> • Generates lots of ideas around a topic or problem in a short time period • People contribute freely without discussion or evaluation of ideas 		X		
Delphi Technique	<ul style="list-style-type: none"> • Solicits expert opinion • Group interaction without face-to-face meeting 	X	X		
Focus groups	<ul style="list-style-type: none"> • Solicits perceptions, views, and range of opinions • In-depth look at issues 	X			
Force field analysis	<ul style="list-style-type: none"> • Clarifies opposing aspects of a desired change • Identifies positive and negative forces acting to support or prevent change • Once forces identified, group plans for desired change 	X		X	X
Nominal Group Technique (NGT)	<ul style="list-style-type: none"> • Structured method for group brainstorming • Ensures everyone is heard 		X		X
SWOT	<ul style="list-style-type: none"> • Identifies Strengths, Weaknesses, Opportunities, and Threats (SWOT) • Develops group's sense of what is working for and against it 	X			

Source: *The Quality Toolbox*, Nancy R. Tague, ASQ Quality Press, Milwaukee, Wisconsin, 1995.