

Notes:

Impact Control Matrix

Key Learning Points

1. Describe the importance of an Impact Control Matrix.
2. Explain how to develop and interpret an Impact Control Matrix.
3. Utilize Impact Control Matrices in improvement projects.

What is an Impact Control Matrix?

Teams can find it challenging to prioritize where to focus when many items are brainstormed. The impact control matrix is a simple prioritization tool that talks about degree of control on one axis and degree of impact on the other axis. You can use it for various purposes; one common use is for shortening your list of root causes. You can also use it to prioritize your root causes.

Consider Root Cause

Allow project teams to consider all of the potential root causes respective to one another.

Save Time

Help project teams avoid wasting considerable time and resources on causes that will have little impact on the process or project.

Drive Discussion

Drive constructive cross-departmental discussion as to the relevance of potential root causes.

Key Concepts

Using an impact control matrix can help a team determine where to focus efforts, once potential root causes of a problem are identified on a cause-effect diagram, by systematically:

- Prioritizing the level of impact potential causes may have on the process (High/Medium/Low)
- Denoting the team's ability to control changes made to those items (Control, No Control)

Often it is useful to consider a third category, which is termed "Influence." These are items that may not be under the direct control of the project team, but improvements could still occur with the influence of others, e.g. a department manager, or the project Champion.

Example

		Potential IMPACT on Delays		
		High	Medium	Low
Ability of team to make and CONTROL changes	Control	-Too many prompts --MyLowe's explanation --Too many overrides for military discount	-Tab file not active -Unclear instructions on how promotion works	
	Influence	-Visibility of signature capture device to customers -Length of counter --Items hard to find in scan book -Phone number capture -Takes too long for an override	-Cashiers do not understand prompts -Item not in scan book -Credit card signature capture -Entering last 4 digits of credit card number -Time spent on EAS deactivation	-Poor item search capability
	No Control	-Complex promotion requirements -Head Cashier staffing -Promotion system is outdated	-Unclear timing of promotion -Promotion barcode not at register -Quantity of scanbooks available	-Prompts not applicable to items

Video

The impact control matrix is a very effective visual tool that can be used in communication among a project team, process experts, department staff, management, and project Champion prior to data-collection on theories that are being tested. It allows the team to begin screening theoretical root causes to a more manageable level when many have been brainstormed through the cause-effect diagram. Additional statistical validation can then be done to determine which items on the matrix are correctly/statistically causing most of the problem.

Notes:

Screening

		Potential IMPACT on Problem		
		High	Medium	Low
Ability of team to make and CONTROL changes	High	Analyze Further	Analyze Further	OMIT
	Medium	Analyze Further	Analyze Further	OMIT
	Low	OMIT	OMIT	OMIT

Notes:

High Impact

		Potential IMPACT on Problem		
		High	Medium	Low
Ability of team to make and CONTROL changes	High	Analyze Further	Analyze Further	OMIT
	Medium	Analyze Further	Analyze Further	OMIT
	Low	Discuss with Team Champion	OMIT	OMIT

Example Impact Control Matrix

		Potential IMPACT on Bad Copies		
		High	Medium	Low
Ability of team to make and CONTROL changes	High	* Printer heads are not aligned * Printer Settings are not optimal * Ink being used is old and expired	* Printer paper is old	* Lighting in printing room is poor
	Medium	* Storage location of supplies is moldy and damp, causing damage to the materials.	* Drying time of new print is too short	
	Low	* Age of machines contribute to poor prints	* Original documents to be printed are poor	* Hand dirtiness contributes to poor prints

Notes:

When Should An Impact Control Matrix Be Used?

- When Measuring, after determining C-E relationship.
- When identifying applicable controls.

Pitfalls to Avoid

- Thinking results are data, they are just theories, not root cause.
- Ignoring lower ranked theories.