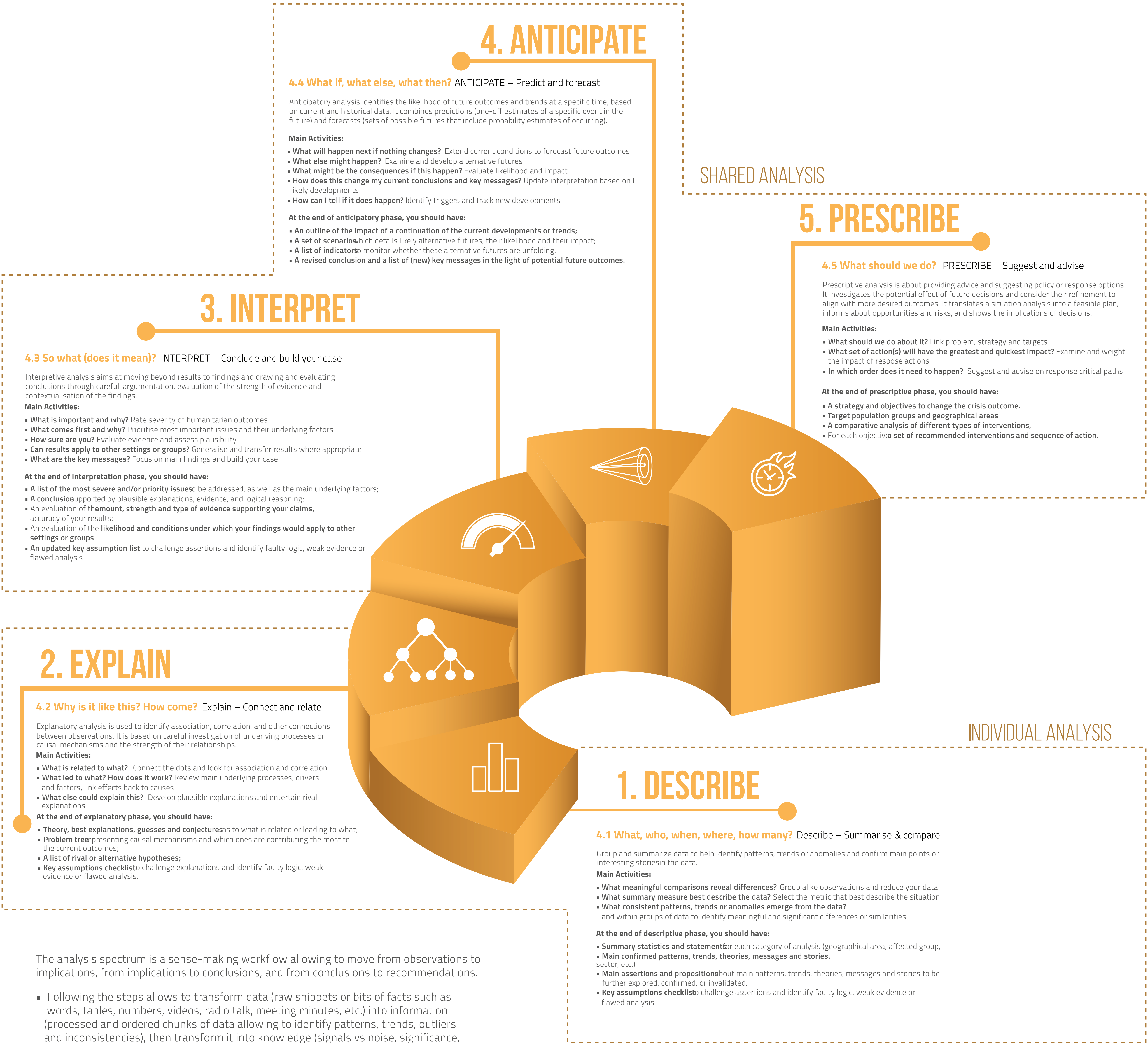


# ANALYSIS SPECTRUM

From observations to implications to conclusions to recommendations



The analysis spectrum is a sense-making workflow allowing to move from observations to implications, from implications to conclusions, and from conclusions to recommendations.

- Following the steps allows to transform data (raw snippets or bits of facts such as words, tables, numbers, videos, radio talk, meeting minutes, etc.) into information (processed and ordered chunks of data allowing to identify patterns, trends, outliers and inconsistencies), then transform it into knowledge (signals vs noise, significance, priorities, uncertainty, generalization, etc.) and finally into meaning (conclusions, recommendations, etc.).
- The higher the level of analysis, the more forward-looking, proactive, model-based and solution-oriented are the processes, lines of inquiries and analytical techniques used.
- The steps beyond description should bring together subject matter experts and be conducted in collaboration as to strengthen agreement and interpretation. For this reason, analysis is considered a social and collaborative process.
- Each analytical level builds upon the findings of the previous ones. It is impossible to complete a higher-level analysis step if previous steps have not been completed. For instance, anticipation relies heavily on an understanding of underlying factors and mechanisms that led to the current situation (explanation step).
- The spectrum gives a false impression of linearity. In real life, steps are not equal. Analysis is an iterative sense-making process which start as soon as a few data points are available, and continues until it is possible to draw conclusions that answer the original questions with a reasonable degree of certainty and usability.