

Decision Matrix When to Use

- When a list of options must be narrowed to one choice.
- When the decision must be made on the basis of several criteria.
- After the list of options has been reduced to a manageable number by list reduction.

Decision Matrix Procedure

- Brainstorm
- Discuss and refine the list of criteria.
- Assign a relative weight to each criterion. Do this by distributing 10 points among the criteria.
- Draw a L-shaped matrix. Write the criteria and their weights as labels along one edge and the list of options along the other side.

Decision Matrix

- Write the criteria and their weights as labels along one edge and the list of options along the other edge. The group with fewer items occupies the vertical edge.
- Evaluate each choice against the criteria.

Decision Matrix

- Establish a rating scale for each criterion. Some options are:
- 1, 2, 3: 1 = slight extent, 2 = some extent, 3 = great extent
- 1, 2, 3: 1 = low, 2 = medium, 3 = high

Decision Matrix: Long Wait Time

Problems

Customers wait for host
Customers wait for waiter
Customers wait for food
Customers wait for check

Criteria

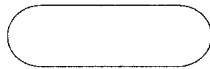
- Customer pain - 5 points
- Ease to solve - 2 points
- Effect on other systems - 1 point
- Speed to solve - 2 points

Flow Charts

- A pictorial tool used to depict the underlying logic of a sequence of events.
- They should read like an English written book.
- The beginning of a process in a flowchart should start from the top left area of a page and follow through the process by going to the bottom right area of a page.

FLOW CHART SYMBOLS

- Terminal – Used to indicate the start and end of a flowchart.



Flow chart symbols

- Processing – Used whenever data is being manipulated. A single flow line enters and a single flow line exits.



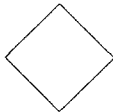
Flow Chart Symbols

- Input/Output – Used whenever information is entered into the flowchart or displayed from the flow chart. A single flow line enters and a single line exits.



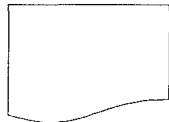
Flow Chart Symbols

- Decision – Used to represent operations in which there are two possible alternatives. One flow line enters and two flow lines (labeled yes and no) exit.



Flow chart Symbols

- Document – Forms, Data Sheets



Flow chart Symbols

- Delay



Conducting a Survey

- Stage A. Planning the Plan
- Stage B. Elaborating on the Plan
- Stage C. Outlining Programs and Projects
- Stage D. Estimating Results
- Stage E. Determining Personnel Needs and Other Developmental Costs
- Stage F. Comparing Accomplishments with Estimates
- Stage G. Determining Adjustments
- Stage H. Coordinating

Planning the Plan

- Define clearly the organizational boundaries within which the objectives of the plan are to be limited.
- Outline the overall objectives of the plan and set a completion date.
- Boundaries and objectives are flexible if future changes must be made.
- Delegate authority and assign duties.

Elaborating on the Plan

- Describe, by using a graphic model, the basic systems and organizational structures needed to achieve overall objectives.
- Compare present and future structures.
- Point out segments of the basic structure which may be progressively accomplished by individual effort.

Outlining Programs and Projects

- List the significant functions performed by every major organizational segment.
- Fix relationships among inter and intra departmental functions.
- Spell out the major procedures for each major function.

Estimating Results

- Provide for segregation of estimated outcomes for all projects by such classifications as cost savings, morale improvement, marketing advantage, etc.
- Collect information, screen and record it in a format that lends itself to comparison with actual results after development.
- Set dates for when results in each classification should be achieved.

Determining Personnel Needs and Other Developmental Costs

- Determine skills and type of organizational representation required for each project.
- Determine type and number of locations to be studied in each project as well as the size and structure of the survey team in each stage of development.
- Estimate personnel requirements from data collected.
- Estimate other developmental costs such as forms, manuals, equipment, etc.

Comparing Accomplishments with Estimates

- Record estimates with results reported after completion of project development.
- Analyze differences to determine reasons for discrepancies.
- Recommend action required to improve on results, if possible.

Determining Adjustments

- Set bench marks, at appropriate intervals in the developmental stages of projects, for review to spot any factors which might need modification.
- Review these factors to see whether the plans should be adjusted.
- Adjust, if necessary, any parts of the plan.

Coordinating

- Ascertain that all individuals and groups participating in the master plan are doing so, and get from these individuals and groups departmental plans which have been developed.
- Screen departmental plans with departmental representatives within the total enterprise and get their agreement on all plans.

Preparing Reports

- Maintain control over the progress of planning and project development so that summaries, periodic reports of progress may be written and distributed to all concerned.
- Coordinate developmental progress reports with the master report.

Questions