

## Tools Overview

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|--------------------------------------|---|
| Climate setting:                     | <ul style="list-style-type: none"><li>– welcoming words – naming issues and concerns</li><li>– norm development – agenda prioritization</li><li>– room arrangement and amenities – warm-up exercises</li></ul>  |
| Relationship Building:               | <ul style="list-style-type: none"><li>– getting-to-know-you activities – norm development</li><li>– training in effective behaviors – role clarification</li><li>– negotiating relationships – knowledge mapping</li><li>– cross training – work planning – negotiating empowerment</li></ul>                                       |
| Context Setting/<br>Building Buy-in: | <ul style="list-style-type: none"><li>– surveys and interviews – questionnaires – sensing scales</li><li>– visioning – mission statements – clarifying parameters</li><li>– goals &amp; specific objectives – benefits/consequences</li><li>– <i>What's in it for me?</i> conversations</li></ul>                                   |
| Sensing:                             | <ul style="list-style-type: none"><li>– questionnaires – surveys – interviews – pilot tests</li><li>– sequential questioning – benchmarking</li><li>– facilitative listening – risk assessment – Delphi method</li><li>– environmental scans – SWOT analysis</li><li>– multiple-hat thinking</li></ul>                              |
| Analyzing:                           | <ul style="list-style-type: none"><li>– assessing against pre-set performance criteria</li><li>– cost/benefit analysis – forcefield analysis – gap analysis</li><li>– cause and effect analysis – fishbone diagrams</li><li>– story-boarding – questioning – process mapping</li><li>– environmental scans – benchmarking</li></ul> |
| Idea Generating:                     | <ul style="list-style-type: none"><li>– brainstorming – anonymous brainstorming</li><li>– questionnaires – multiple-hat thinking</li><li>– wandering flip charts – focus groups – surveys</li></ul>   |
| Idea Sorting:                        | <ul style="list-style-type: none"><li>– criteria setting – priority setting – decision grid</li><li>– affinity maps – multivoting – flowcharts</li><li>– scatter diagrams – matrix diagrams – run charts</li><li>– pareto charts</li></ul>  |
| Deciding:                            | <ul style="list-style-type: none"><li>– voting – compromise – multivoting – decision grid</li><li>– delegating to one person – identifying a compromise solution – building consensus – gradients of agreement</li></ul>  |