

# Alternative-Generation Phase Tools

In the Alternative-Generation Phase, group members aim to agree that all alternative solutions have been identified (to the best of their knowledge).

TOOL	SPECIFIC THINGS TO SAY OR DO	USE THIS TOOL WHEN YOU WANT...																
<p><b>Brainstorming with “Sticky Notes”</b></p>	<p>“Take some sticky notes and come up with at least two ideas each. Then post them up here on the charts. When we have all the ideas, we’ll take a look at similarities and how these ideas can be organized.”</p>	<ul style="list-style-type: none"> <li>• To generate the group’s creative energy.</li> <li>• To quickly produce as many ideas as possible without evaluating.</li> <li>• To create a safe approach for presenting one’s ideas.</li> </ul>																
<p><b>Checkerboard</b></p> <table border="1" data-bbox="190 1185 639 1370"> <thead> <tr> <th></th> <th>A</th> <th>B</th> <th>C</th> </tr> </thead> <tbody> <tr> <th>1</th> <td></td> <td></td> <td></td> </tr> <tr> <th>2</th> <td></td> <td></td> <td></td> </tr> <tr> <th>3</th> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>A method of generating viable options by testing the compatibility of two independent variables</p>		A	B	C	1				2				3				<p>“OK, you have said that there are three basic kinds of media available: TV, radio, and newspapers. And you have three important age groups you are trying to reach: teenagers, young couples, and those over 65. Let’s examine all the possibilities. How could you reach teenagers using TV? Using radio? Using newspapers?”</p>	<ul style="list-style-type: none"> <li>• To provide a structure for the group to consider several factors at one time</li> </ul>
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<p><b>Cut Up and Move Around</b> Using cards or sticky notes to produce alternative sequences or layouts</p>	<p>“Why don’t you write down on a separate sticky note every activity you think needs to occur between now and the end of the project. Then, we’ll try to order them on this sheet of chart paper.”</p> <p>“Let’s use a piece of paper to represent each person and design a few different seating arrangements.”</p>	<ul style="list-style-type: none"> <li>• To generate alternative ways for resequencing activities or events</li> <li>• To generate alternative ways of organizing people or things (e.g., floor plan)</li> </ul>																

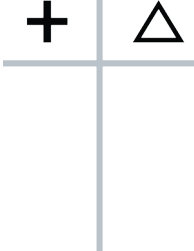
# Decision-Making Phase Tools

In the Decision-Making Phase, group members aim to agree on which options or solutions they are willing to support and help implement.

TOOL	SPECIFIC THINGS TO SAY OR DO	USE THIS TOOL WHEN YOU WANT...
<p><b>Focus on Agreement</b> Finding and highlighting areas where group members are in agreement</p>	<p>“You’re doing fine. Look at all the agreements you have already made.”</p> <p>“OK, you are in agreement on the title; it’s just the subtitle you have to work on some more.”</p>	<ul style="list-style-type: none"> <li>• To regain momentum</li> <li>• To energize a group</li> <li>• To build a group’s confidence</li> </ul>
<p><b>Build Small Agreements</b> Breaking down major decisions into component parts</p>	<p>“We don’t seem to agree on the whole proposal. Let’s see on which piece we can agree. How about section A? Great! What else can we agree on?”</p>	<ul style="list-style-type: none"> <li>• To achieve an experience of success and forward movement</li> <li>• To reduce cognitive or emotional complexity</li> </ul>
<p><b>Back Off</b> Deferring decision making for the moment and focusing the group’s attention on confirming previous agreements</p>	<p>“It looks like there are still some major points of disagreement. I think it would be a good idea not to force a decision at this point. Instead, let’s go back and decide if our prior agreements still hold.”</p>	<ul style="list-style-type: none"> <li>• To help a group address its resistance to making a decision</li> <li>• To identify and build agreements missing from an earlier problemsolving phase</li> </ul>
<p><b>What Would It Take?</b> A question asked by a facilitator to move a group toward final agreement</p>	<p>“It seems as though most people are in agreement and that Jerry still needs something in order to buy in. Jerry, what would it take in order for you to agree to this solution?”</p>	<ul style="list-style-type: none"> <li>• To uncover the underlying needs of people who are not bought in to a generally accepted solution</li> </ul>

# Evaluation Phase Tools

In the Evaluation Phase, group members aim to agree on selection criteria and to highlight the merits of each alternative according to the criteria.

TOOL	SPECIFIC THINGS TO SAY OR DO	USE THIS TOOL WHEN YOU WANT...																								
<p><b>Criteria Checkerboard</b></p> <p style="text-align: center;"><b>Criteria</b></p> <table border="1" style="display: inline-table; vertical-align: middle;"> <tr> <td></td> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> </tr> <tr> <td style="text-align: center;">A</td> <td></td> <td></td> <td></td> </tr> <tr> <td style="text-align: center;">B</td> <td></td> <td></td> <td></td> </tr> <tr> <td style="text-align: center;">C</td> <td></td> <td></td> <td></td> </tr> <tr> <td style="text-align: center;">D</td> <td></td> <td></td> <td></td> </tr> <tr> <td style="text-align: center;">E</td> <td></td> <td></td> <td></td> </tr> </table> <p style="margin-left: -20px;"><b>Alternatives</b></p>		1	2	3	A				B				C				D				E				<p>“Let’s agree on 3 major criteria for a successful solution.”</p> <p>“Now let’s draw a matrix and list our alternatives on one axis and the criteria on the other axis. Remember, this is only a way of analyzing the alternatives. The alternative that scores highest is not necessarily the ‘best’ solution. Now, let’s take a straw vote. Does this alternative meet that criterion—yes or no?”</p>	<p>To compare alternatives in a systematic, criteria-based way.</p>
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<p><b>Spend a Dollar</b></p> <p>A method for assessing which alternatives the group is most interested in. (This is not a decision-making tool.)</p>	<p>All decision makers get an equal amount of play (or real) money. Each distributes cash to the options which have the most value to them, and explain their rationale for their choices.</p>	<p>To get a sense of priorities in the group. (An alternative to N/3.)</p>																								
<p><b>Advantages/Disadvantages</b></p> <div style="text-align: center;">  </div>	<p>“We have 2 basic alternatives. What are the pluses of solution A? What are the deltas (what would you change)? How about solution B?”</p>	<p>To highlight important features of each alternative.</p>																								