

HBR GUIDE TO MAKING BETTER DECISIONS

BY HARVARD BUSINESS REVIEW

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FIGURE 6-1

How BrainSwarming works

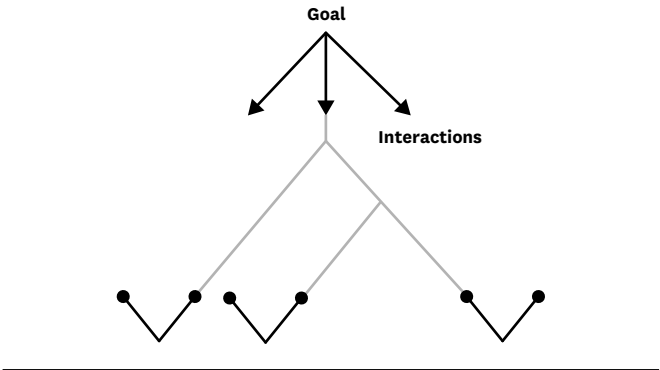


FIGURE 6-2

List goals and resources

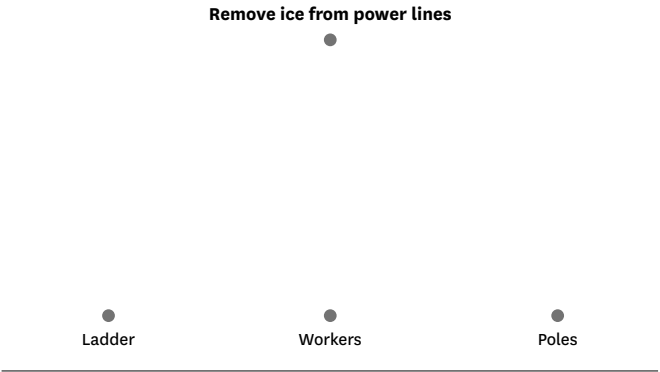


FIGURE 6-3

Solutions to power line problem

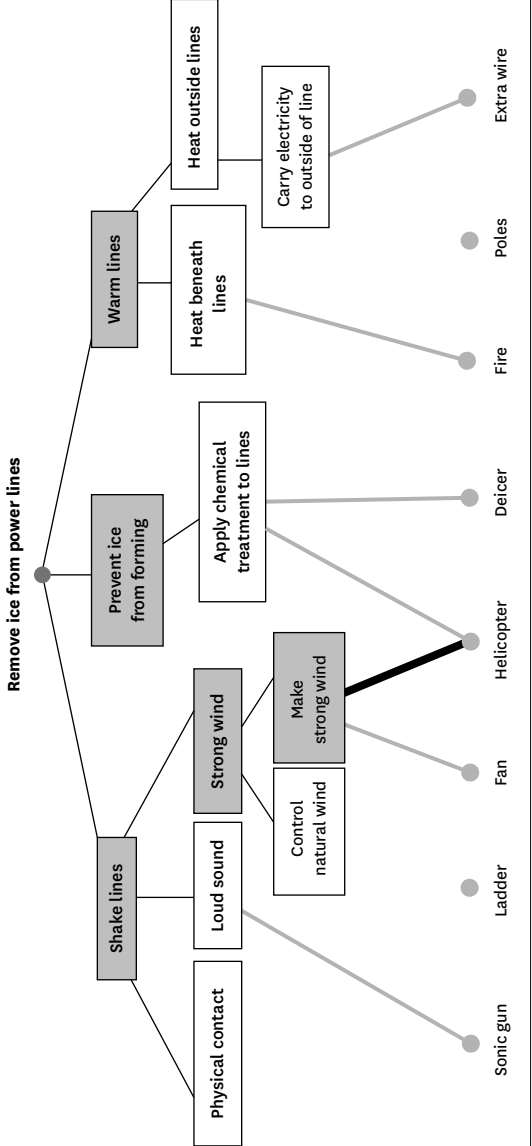


TABLE 11-1

Sahid's consequences table

Objectives	ALTERNATIVES				
	Job A	Job B	Job C	Job D	Job E
Monthly salary (\$)	2,000	2,400	1,800	1,900	2,200
Flexibility	Moderate	Low	High	Moderate	None
Business skills development	Computer	People management, computer	Operations, computer	Organization	Time management, multitasking
Annual vacation days	14	12	10	15	12
Benefits	Health, dental, retirement	Health, dental	Health	Health, retirement	Health, dental
Enjoyment	Great	Good	Good	Great	Boring

TABLE 11-2

Sahid’s ranking table

Objectives	ALTERNATIVES				
	Job A	Job B	Job C	Job D	Job E
Monthly salary	3	1	5	4	2
Flexibility	2 (tie)	4	1	2 (tie)	5
Business skills development	4	1	3	5	2
Annual vacation	2	3 (tie)	5	1	3 (tie)
Benefits	1	2 (tie)	5	4	2 (tie)
Enjoyment	1 (tie)	3 (tie)	3 (tie)	1 (tie)	5

TABLE 11-3

Charting the consequences

Objectives	ALTERNATIVES	
	Franchising	Not franchising
Profit (in millions of \$)	10	25
Market share (%)	26	21

TABLE 11-4

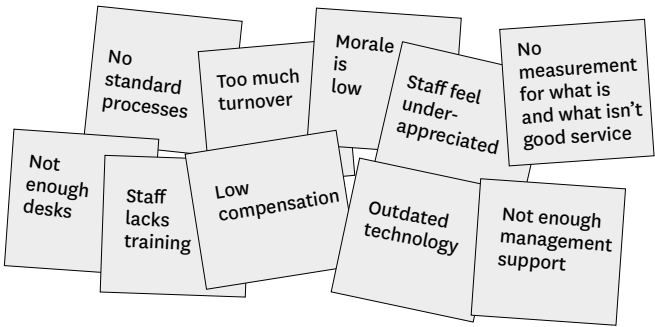
Making the even swap

Objectives	ALTERNATIVES	
	Franchising	Not franchising
Profit (in millions of \$)	10	25 10
Market share (%)	26	21 24

FIGURE 12-1

KJ diagram, in two steps

Step 1: Write facts on notecards.



Step 2: Sort the notecards into piles based on observable relationships.

