

Affinity Diagram

Spring 2020

Purpose:

- The purpose of the affinity diagram is to identify and sort large quantities of ideas. The process groups ideas together that are similar or have a close relationship.
- Possible uses of affinity diagrams:
 - Explore possible causes of variation
 - Identify barriers to improvement
 - Identify opportunities for improvement
 - Identify processes in a system

Definition:

- A non-judgmental method for sorting ideas into categories to help teams focus on larger themes.
- Gives all ideas equal weight
- Encourages everyone to contribute
- Gives team members the opportunity to view ideas of other team members

When to use:

- This tool is used after brainstorming or idea generation sessions when a non-judgmental process for grouping ideas is needed.
- Use anytime you have many ideas, issues, or information that needs to be organized into categories or larger themes.

How to use:

1. Start with a brainstorming session for the topic for which you want ideas. Using sticky notes with one idea per note works well.
2. Team members randomly place the sticky notes on a smooth surface.
3. Team members then read all the sticky notes to see what ideas others have.
4. Team members silently place ideas that are similar or related into groups. Team members can ask for clarification of an idea, but there isn't any evaluating of ideas at this time. Any team member can move anyone's sticky note into the group where they think it fits best.
5. The team then reviews each group of sticky notes and decides on a theme or category that the ideas represent. Place a label of that theme or category above each group of sticky notes

Affinity

- An affinity diagram is often used after a brainstorming session to group ideas.
- The team members post all the ideas on a flat surface and in silence move the ideas into groups.
- The team then discusses and decides what categories to name the groups. This activity visually captures areas of ideas and gives the team the opportunity to organize their discussion.
- This tool can be easily used to help consolidate and sort in many places throughout the problem-solving process.
- In the diagram here the team brainstormed all the wastes or nonvalue added activity they knew of in this process. They then sorted the waste into categories. This tool can help the team prioritize where improvements can have the biggest impact.



EiB Internal Coordination

SOPs for EiB processes?

Disconnect between modules

Coordination across EiB Modules

EiB team members working as a team

All EiB staff is not on same page

we don't have a clear workflow for our work

Availability of updates of activities of each EiB module

End to end pipeline missing

Important to have effective and efficient engagement strategy

Takes too much to make decisions or make progress (example: KPI)

Bureaucracy

We are spread

Slow decision making

Accessing EiB technical support with a very dispersed team

Fast tracking legal agreements

Clarity of Purpose

EiB- Objectives and Offerings

EiB is growing fast

We are another initiative (we are not different)

What are EiB deliverables?

Broad scope

What is modernization?

Scope to improve process

Communication Systems

Management buy-ins with the improvement process

Influencing behavior change without Budget

Tracking the status of Improvement Plans

Having a consistent set of requirements from our funders. Avoid jumping on different things needed by donors

Encourage people to budget for things for which they haven't done previously

Stakeholder Management

CGIAR aren't contributing to NARS improvement

NARS aren't getting full value of EiB

We don't communicate effectively with our clients

Managing relationship between CG centers and NARS

Dealing with other entities doing the same thing EiB is doing to the same clients e.g. Bayer, Syngenta

Dealing with introducing Change to our Clients

Funders changed our goals

Coordinating efforts between different donors

Gustavo Teixeira

Lack of an induction course

Don't know how to use teamspace. Could do with training

No onboarding process to learn about EIB processes/WOW

EiB Internal Process and Communication

What is the current internal SoP towards direct support to CG breeding teams?

Clear understanding of the process

Difficult to coordinate across modules

We don't have a SOP for EIB coordination

Communication- Keep in touch with the team considering the time zone differences

Need more cross-module coordination

How are the current EiB internal efficiency improvement plans?

SOPs and Processes for Funding

I am not sure how CTEH proposals get approved for funding

So many proposals and not sure where they are in progress - would be good to review new proposals, and get an update on existing proposals regularly

No forum to share project proposals to get input across EiB groups

very long internal processes to get the contracts that EiB needs to carry out its activities

EiB Focus

Broad scope

EiB is growing fast

Objectivity (be concise) in the targets

Vision for NARS-CG networks better developed and communicated

Unifying actions

EiB and Partner Relations/Stakeholder Management

Breeding program simulation work coordination across crop x region teams

KPI communication with CG management structures

We are trying to implement things that are new for our clients

what is the current strategy to ensure buy-in into the EiB mission?

Difficulties to communicate with our clients (we haven't been efficient)

EiB Value proposition to CGIAR

Emphasis in meetings with crops/centers is always on breeding processes. Maybe have separate meetings for support modules?

Aggregated demand for shared services difficult to forecast and keep users together

Funders are not clear on the message

Align value proposition methodology between funders and breeding teams