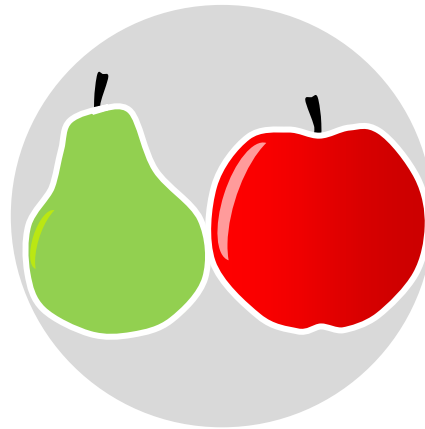


# Continuous Improvement Toolkit

## Paired Comparison

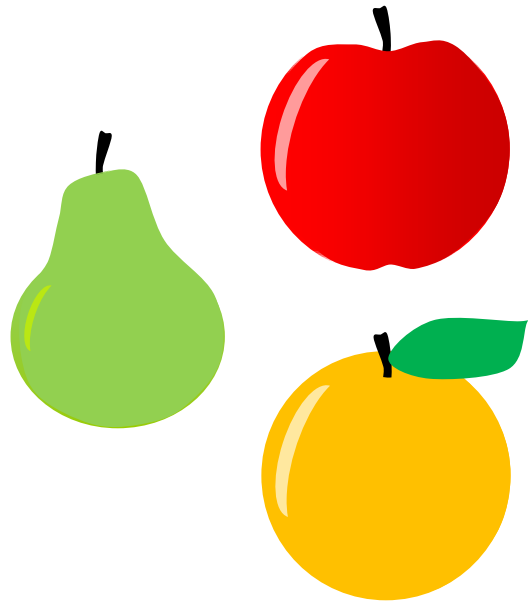


# The Continuous Improvement Map



# Paired Comparison

A technique for evaluating a small range of options by **comparing** them against each other



# Paired Comparison

A useful tool for analyzing the relative importance of different options to determine which is the **most appropriate to select**

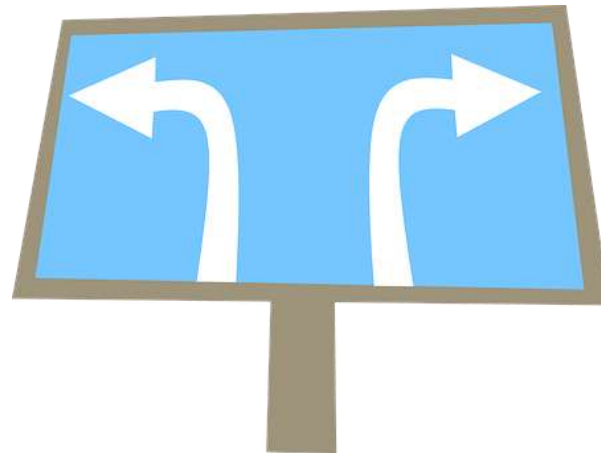


# Paired Comparison

Uses . . .

To select the **alternative** that will be the most effective

To choose the most compelling **problem** to solve



# Paired Comparison

## When to Use?

When alternatives are completely **different**

When comparing different **subjective** options

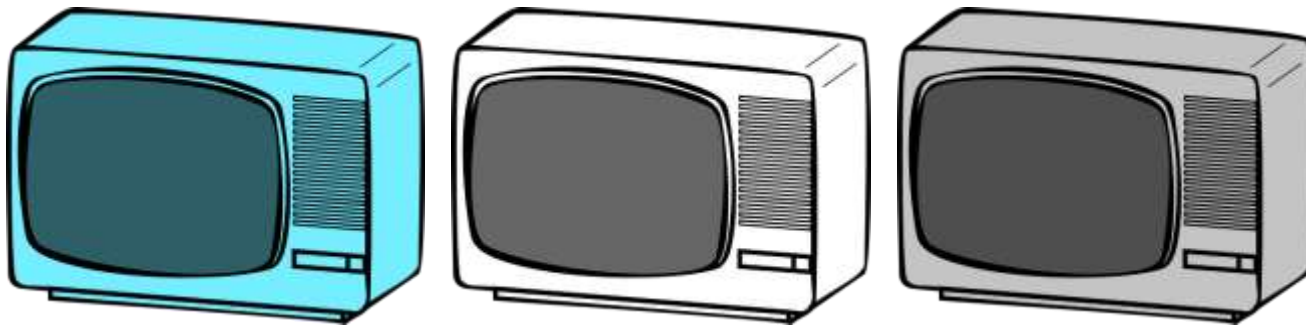
Where there is **little objective data** to base our decision on



# Paired Comparison

## Examples of Use

Selecting the product idea or **concept design** for a new product before it goes into production



# Paired Comparison

## Examples of Use

Deciding which skills, qualifications and experience are essential when hiring people for a new role





# Paired Comparison

## The Paired Comparison Matrix

	Option A	Option B	Option C	Option D
Option A		<i>A vs. B</i>		
Option B				
Option C				
Option D				

The matrix will ensure that each comparison is made only once to avoid duplicating a comparison

It is also not allowed to compare an option with itself

# Paired Comparison

## The Paired Comparison Matrix

	Option A	Option B	Option C	Option D
Option A				
Option B				
Option C				
Option D				

Count				
Rank				

The highest ranking alternative is not necessarily the most important

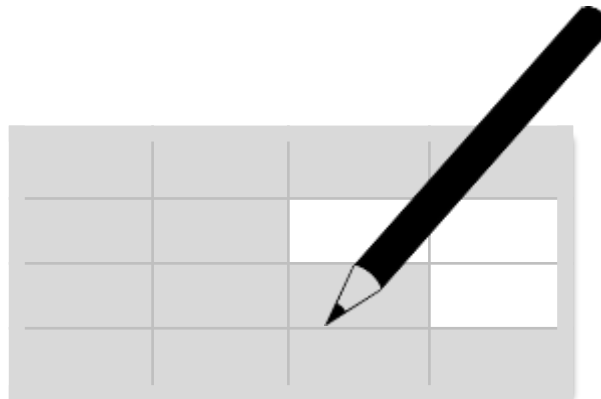
It provides however a basis for further thoughts and discussion

# Paired Comparison

## How to Implement a Paired Comparison Analysis

Identify the **alternatives** to be evaluated

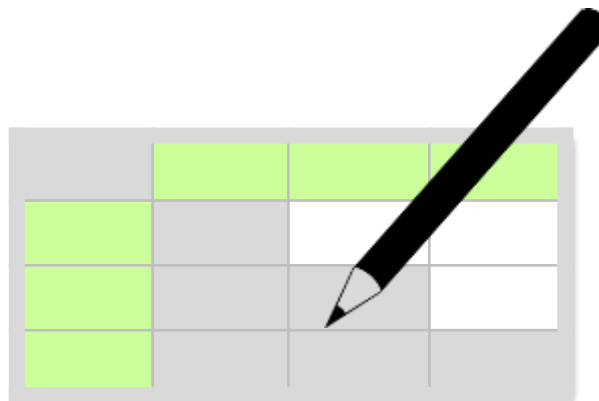
Identify the **evaluation criteria**  
(e.g. the most important or the easiest to implement)



# Paired Comparison

## How to Implement a Paired Comparison Analysis

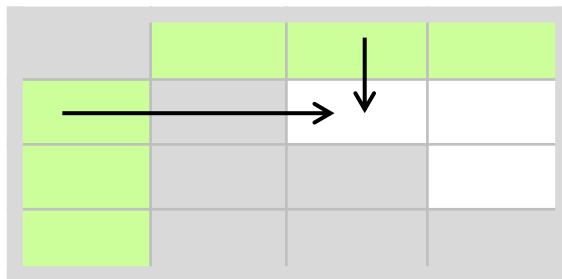
**List** all alternatives on the left hand column and on the top row of the matrix



# Paired Comparison

## How to Implement a Paired Comparison Analysis

In each blank cell, **compare** the option in the row with the option in the column, then write in the cell the option that better meets the evaluation criteria



# Paired Comparison

## How to Implement a Paired Comparison Analysis

**Count** the number of times each option has been chosen

**Rank** the options based on their count

Consider the options with the **highest ranking**

Count			
Rank			

# Paired Comparison

**Example** – How to spend your coming summer holidays:

	A: Write a book	B: Take a course	C: With family	D: Long walks
A: Write a book		B	C	D
B: Take a course			C	B
C: With family				C
D: Long walks				

Count	0	2	3	1
Rank	4	2	1	3

# Paired Comparison

Example – How to spend your coming summer holidays:

	A: Write a book	B: Take a course	C: With family	D: Long walks
A: Write a book		B,3	C,1	D,2
B: Take a course			C,1	B,1
C: With family				C,1
D: Long walks				

Count	0	2	3	1
Weight	0	4	3	2
Score	0	8	9	2
Rank	4	2	1	3

You may give a weighted score to each comparison where:  
**0** means no difference, and **3** means major difference



# Paired Comparison

**Example** – Asking a team about their biggest motivators:

	A	B	C	D	E	F	G	H	I
A: Appreciation		A	A	A	A	A	A	A	A
B: Achievement			C	B	B	B	G	B	B
C: Work condition				C	C	C	G	C	C
D: Power					D	D	G	D	I
E: Creativity						F	G	E	I
F: Interest							G	F	I
G: Financial benefits								G	G
H: Relationship									I
I: Self development									
Count	8	5	6	3	1	2	7	0	4
Rank	1	4	3	6	8	7	2	9	5

# Paired Comparison

## Further Information

If it's a team exercise, the **selection of people** should be based on their knowledge of the subject matter



# Paired Comparison

## Further Information

**Further solutions** can be developed by mixing the positive aspects of a number of solutions

Use **common sense**, and manually adjust the results if necessary

