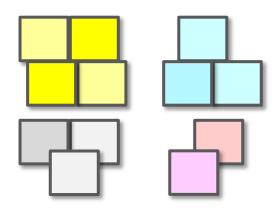
#### **Continuous Improvement Toolkit**

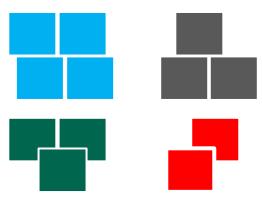
# **Affinity Diagram**



#### The Continuous Improvement Map

Managing		Deciding & Selecting		Planning & Project Management*		
Risk PDPC	Decision Baland	ce Sheet Imp	oortance-Urgenc	y Mapping <u>C</u>	Daily Planning	PERT/CPM
FMEA RAID Log*	Force Field Analy	rsis Cos	st Benefit Analy <mark>s</mark> i	s <u>MOST</u>	RACI Matrix	Activity Networks
Risk Assessment*	Break-even Analys	sis Voting	TPN Analysis	SWOT	Analysis Sta	keholder Analysis
Fault Tree Analysis	Decision Tree Pi	ck Chart F	our Field Matri <mark>x</mark>	Project Ch	narter Impro	ovement Roadmaps
Traffic Light Assessmer	nt Critical-to Tree	QFD Po	rtfolio Matrix	PDC	A Policy Deploy	ment Gantt Charts
Lean Measures Ka	ano Analysis Matrix	Diagram Paire	ed Comparison	DMAIC Kaiz	zen Events Co	ontrol Planning
Bøttleneck Analysis**	Cost of Quality* Pugh		tization Matrix	A3 Thinking	Standard work	Document control
Process Yield	EE <u>KPIs</u> Pare	eto Analysis	C&E Matrix	erstanding	Cross Training	Implementing
	escriptive Statistics	ANOVA Chi-	Sauara	se & Effect	Value Analysis	Solutions**
, , , ,	Probability Distributions	s Hypothesis	Testing Desig	n of Experiment	Mistake Proof	fing Ergonomics
	tograms & Boxplots	Multi vari Studi	es Confiden	ce Intervals S	imulation TPN	M Automation
Reliability Analysis Understanding	Graphical Analysis S	catter Plots (	Correlation F	Regression	Pull Flow	Just in Time
Performance MS	SA Run Charts 5	Whys Root Ca	ause Analysis	Data Snooping	Visual Manage	ement 5S
	Control Charts	ishbone Diagra	m Tree Diagra	m* SIPOC*	Waste Analysis	Quick Changeover
Data collection planner* Sampling Morphological Analysis How-How Diagram** Process Redesign Time Value Map						
Check Sheets Interview	ews Brainstorming	SCAMPER**	Attribute Anal	ysis Spaghett	ti Diagram Val	ue Stream Mapping
Questionnaires Focu	Affinity Dia	agram Rel	ationship Mappi	ng* Flow Pr	ocess Charts	Service Blueprints
Data	Mind M	lapping* Late	eral Thinking	Flowcharting	IDEF0 F	Process Mapping
Collection Obse	rvations Suggestion	systems Crea	ating Ideas	Desig	ning & Analyz	zing Processes

- Affinity Diagram helps categorize and organize a large number of fragmented uncertain information into logical cohesive groups.
- □ The goal is to create a limited number of groups.
- This results in better idea selection or a problem that is better understood.
- □ Also known as KJ Analysis.



#### When to Use It?

- During idea-generation brainstorming sessions.
  - It stimulates creative right-brained thoughts.
- During problem-solving sessions.
  - When information is subjective or held by different people, but no clear picture of the problem is emerging yet.

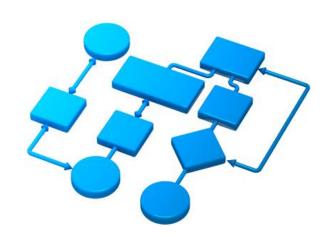
#### When to Use It?

- □ To capture the voice of the customer.
  - Feedback from customers is a valuable source for improvement
  - It needs to be collected, organized and analyzed to be useful.
  - Affinity diagrams are used to find messages in customer statements which might come from different sources:
    - Complaints.
    - Interviews.
    - Focus groups.
    - Telephone discussions.

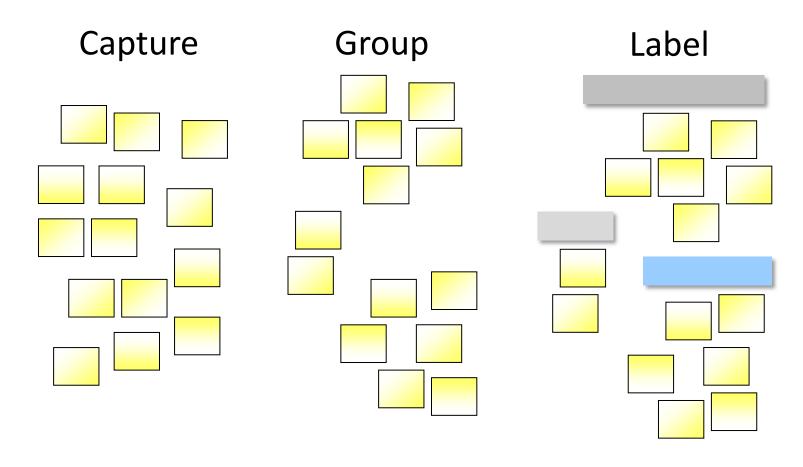


#### **How to Conduct an Affinity Session:**

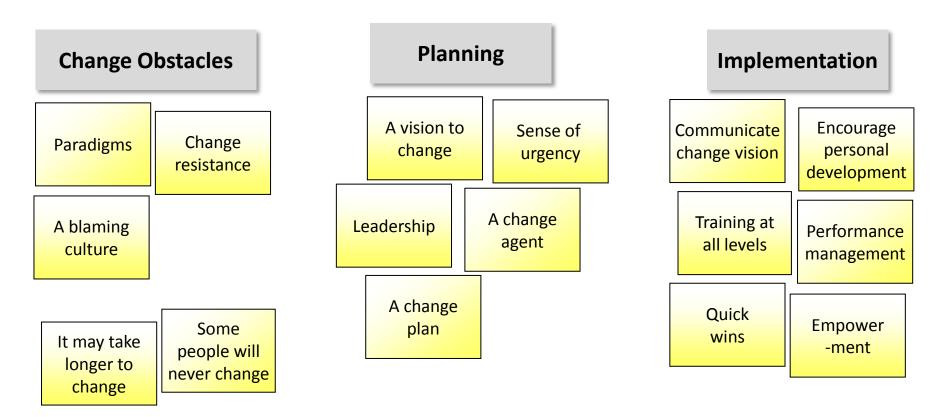
- Present the topic or define the problem clearly.
- Give the team index cards or sticky-notes.
- Ask them to write an idea or issue per card.
- Call out the ideas or issues and hang them on the wall.
- □ Lead the team to silently sort the ideas or issues into categories.
- □ Lead them labeling each group of cards.
- Eliminate duplicate ideas.
- Add arrows between items and groups to show significant relationships.



#### **Three Basic Steps:**



**Example** – Identify How to Successfully Implement Change:



#### **Further Information:**

- The ideas shouldn't be discussed until the final affinity diagram is complete.
- Record the actual spoken words when data is verbal (during interviews or observations).
- The best results tend to be achieved when the exercise is implemented by a cross-functional team.