TAKE STOCK

Step Five: ANALYZE

Each community is perfectly engineered to produce the results they are currently seeing. The function of the stakeholder group is to identify and change those features of community life that are contributing to the problem or hindering the community from realizing its aspirations – to create a different community that produces a different result. Goal or problem analysis is a group process where participants "unpack" complex issues and identify the root causes and relevant local conditions.

Once identified, community problems or goals should be framed in a manner that is respectful of the community and that set the stage for action. Goals should be analyzed to discover root causes and local conditions that make these causal factors more prevalent in the community.

Materials:

1. Goals Statement Worksheet
2. Analysis Techniques
    a. 5 Why's Technique
    b. Local Causes Technique
    c. WWW Technique
    d. ABC Technique
3. Overview of Techniques and Approaches

Step Six: VALIDATE

The power of a group analysis of shared goals is that it can elicit the knowledge of all participants. The danger of the brainstorming process is that the results can reflect the prejudices and assumptions of the participants. Results of community brainstorming should be validated to assure that the ideas are backed by local data, resonate with known science, and reflect the best wisdom of the community. Many of the ideas generated will fail to meet these important tests.

Materials:

1. Validation Worksheet

ANALYZE: Goal Statement Worksheet

Proposed goal or outcome: _____

_____

_____

Review your goal or outcome statement to assure it complies with the following criteria:

1. **Names one issue at a time.**
   (*If your statement names more than one, identify each issue and complete a goal statement worksheet for each one.*)

2. **Is specific to behaviors or conditions.**

3. **Avoids blame.**

4. **Does not jump to solutions.**

5. **Is (or is potentially) measurable.**

Revised goal or outcome: _____

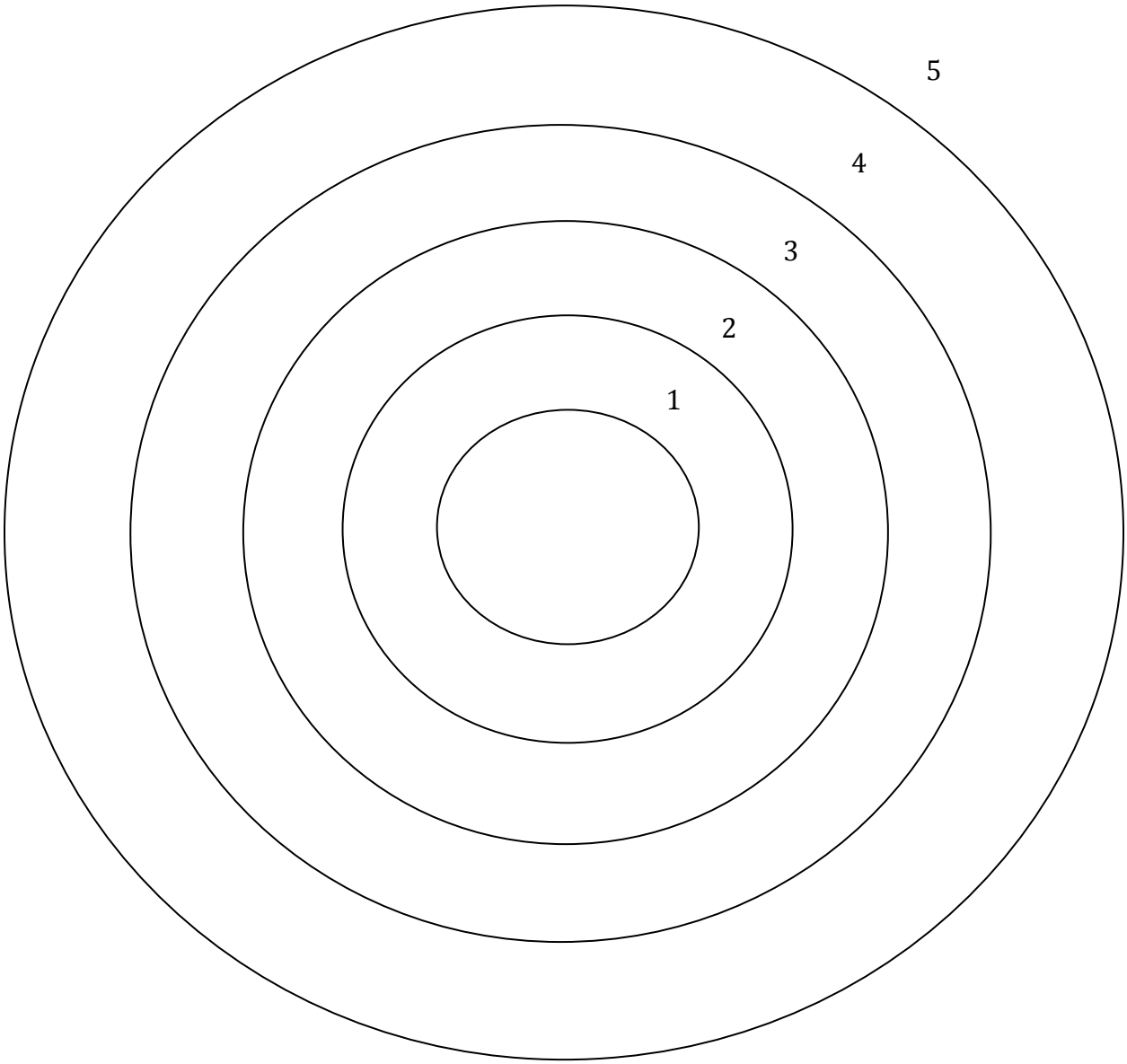
_____

_____

ANALYZE: Five Why's Technique

INSTRUCTIONS

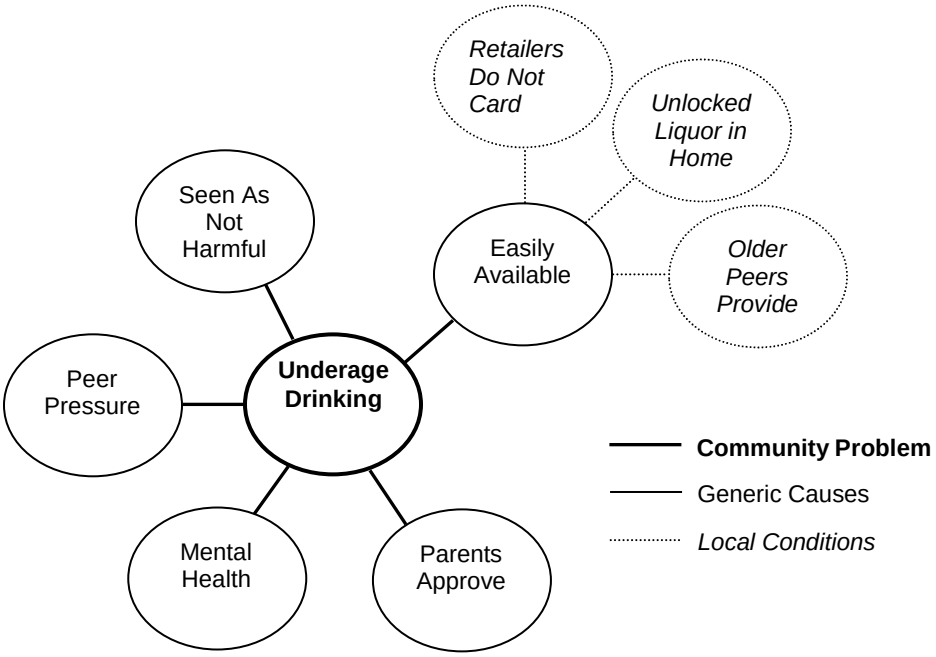
1. Write your outcome statement in the center circle.
2. Ask, "Why is this happening?" and place your answers in the next circle layer.
3. For each answer you brainstormed ask again, "Why is this happening?" and place your answers in the next circle layer.
4. Continue until you have completed "Five Why's?"



ANALYZE: Local Causes Technique

INSTRUCTIONS

1. Write your outcome statement in a center circle.
2. Ask, "Why is this happening?" and place your answers in circles around your outcome statement.
3. For each idea you brainstormed ask, "Why is this happening here, in our community?" and place your answers in another layer of circles.



ANALYZE: WWW Technique – When, Where, Why?

INSTRUCTIONS

1. Write your outcomes statement: _____

2. Ask: Does the behavior of concern happen at all times of the day?
   Ask: Does the behavior of concern happen every day?

   If you answered "no" to either of these questions then chart in the table below the days and times when this behavior is most likely to occur by placing an "X" in the appropriate cell.

3. Ask: Does the behavior of concern happen in all locations?

   If you answered "no" then chart in the table below the locations where the behavior is most likely to occur by placing the location's name in each cell where you have already placed an "X."

	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Early Morning							
Morning							
Mid Day							
Early Afternoon							
Late Afternoon							
Early Evening							
Evening							
Late Night							
Overnight							

5. For each time and location pairing ask, "Why is this happening at this time and in this place?"

_____

_____

_____

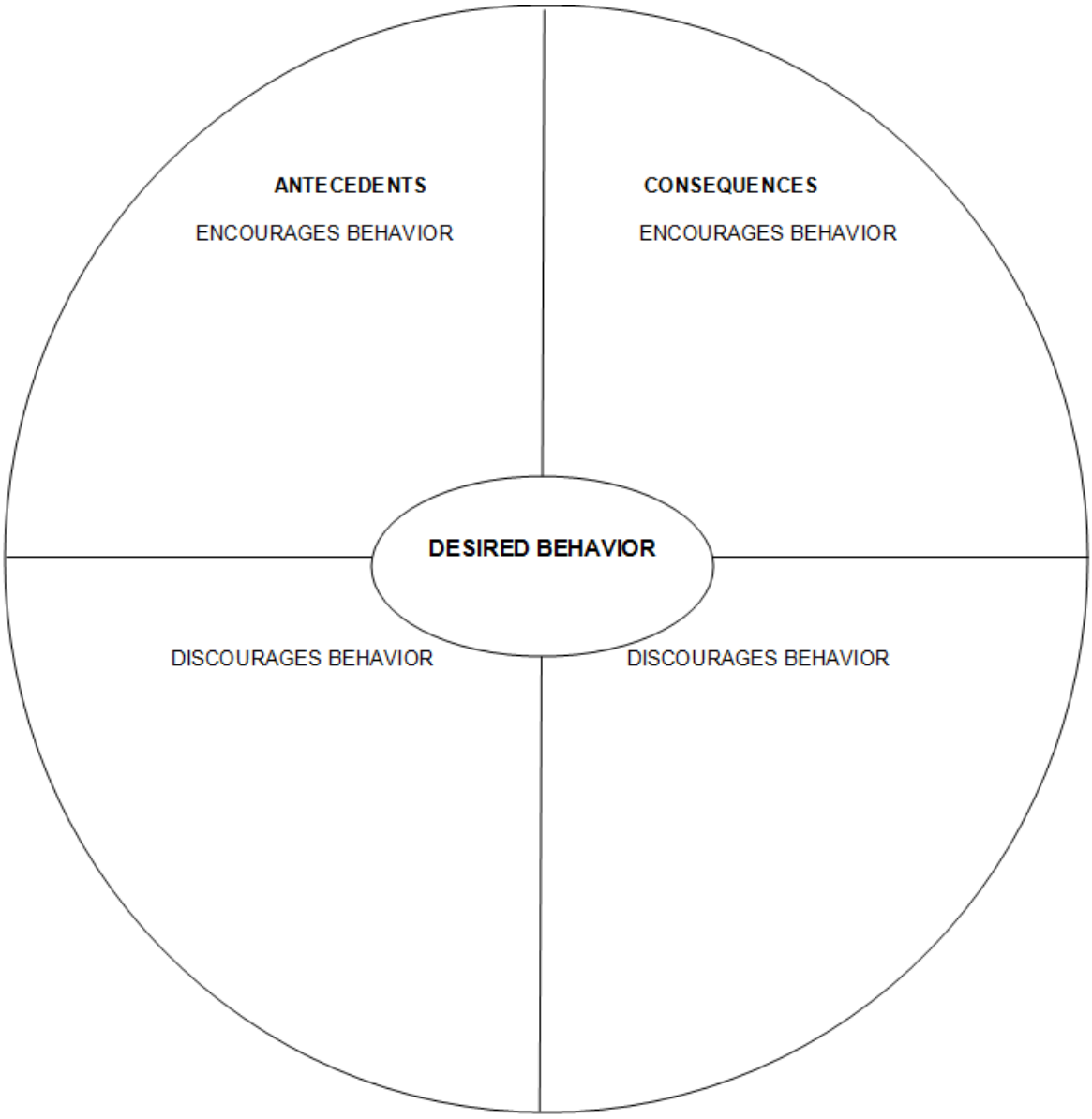
_____

_____

ANALYZE: ABC Technique-Antecedents, Behavior, Consequences

INSTRUCTIONS

1. Write the desired behavior (or problem) in the center circle.
2. Ask, "What happens before this behavior to encourage it?" Place your answers in the upper left hand quadrant.
3. Ask, "What happens before this behavior to discourage it?" Place your answers in the lower left hand quadrant.
4. Ask, "What happens after this behavior to encourage it?" Place your answers in the upper right hand quadrant.
5. Ask, "What happens after this behavior to discourage it?" Place your answers in the lower right hand quadrant.



Overview of Analysis Techniques and Approaches

	Name	Central Purpose / Emphasis	Strengths & Weaknesses	Typical Visual Result (Logic Model)
Problem Analysis	Local Cause Analysis	Identify true causes for elimination	+ Well suited to problems with known set of risk factors + Takes advantage of data rich environments - Can serve to reinforce prevailing assumptions - Can isolate problems from related concerns	Fault Tree, Limited Metaphorm
	Five Why's Analysis	Discover relationships and interrelationships	+ Good for new or relatively unstudied problems + Deals well with co-occurring problems / syndemics - Can surface too many relationships and ideas - Can lead group to seemingly "unmovable forces"	Multiple (Typically: Spider Charts, Metaphorms, Relations Diagrams & Cultural Symbols)
	ABC Analysis	Program for behavior change	+ Micro-analysis or sub-analysis of enabling behaviors + Discovering environment-behavior relationships - Can exclude longer term health & social consequences - Multiple pictures can be difficult to integrate	Modified Johari Window
	WWW Analysis	Identify relevant local	+ Identifies the times and places that merit attention. + Companion to other techniques, extending an analysis. - Ill suited to general or universal behaviors. - Can exclude broader causes and conditions.	Cross Tab Table, Relations Diagrams
Situational Analysis	SWOT Analysis	Find the "soft spots" of a problem for initial action	+ Determining optimal courses of action + Identifying strategic opportunities - Can produce short-sighted plans - Relationship between identified elements left uncharted	Johari Window
	Power Analysis	Identify and change those interested in maintaining the status quo	+ Understanding individual and institutional interests + Learning how to exercise your group's influence - Can overestimate potential conflict and resistance - Can focus on single issues vs. coordinated, multi-front campaign	Flow / Process Chart
	Force Field Analysis	Understand opposing forces	+ Attention is paid to enabling and hindering forces + Combines situational with some elements of problem analysis - Can produce oversimplified picture of complex problems - Struggles with forces that operate in multiple directions	Dichotomous Key / Is, Is Not Diagram

"Our imagination is stretched to the utmost, not as in fiction, to imagine things that are not really there but just to comprehend those things which are there."
Richard Feynam, *The Character of Physical Law*