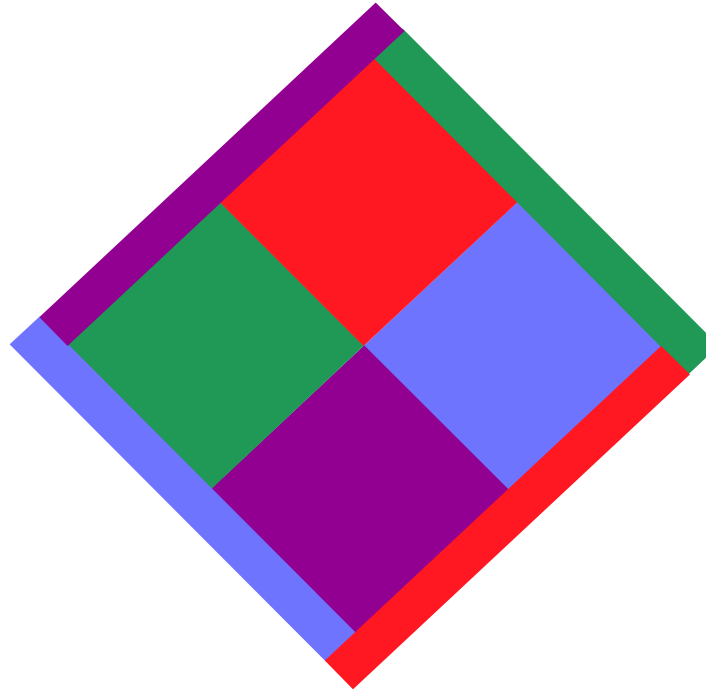


Kilbride's Tools for Managers and Teams



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Tools for Managers and Teams

I-E (Impact-Ease) Grid

What is it?

A prioritization tool that allows a team to evaluate a list of options in terms of the:

- ◆ **IMPACT**, or pay-off likely to result from pursuing this option, and the
- ◆ **EASE** with which this option could be accomplished, in terms of an investment in time, money, or effort.

It is especially effective at helping a team distinguish between short-term and long-term solution options or improvement projects. Up to 18 options (A-R) can be evaluated using the I-E worksheet.

How do I use It?

- 1 Describe the situation that requires prioritization, i.e., describe whether you are prioritizing solution options, improvement or capital investment projects, problems, etc.
- 2 Clarify roles and allow 30-50 minutes if options have already been identified.

- 3 List up to 18 options (A-R) to prioritize. These could be possible actions, solutions, process improvement ideas, problems or projects, investment options, etc.

TOOL TIP: To generate options, use Brainstorming (page xx), Affinity Diagram (page xx), or Brainscribing, (page xx).



If you have considerably more than 18 options, narrow the list first by Multivoting (page xx).

- 4 Rate each option in terms of its **Impact**, or the benefit of doing it:

H=High

M=Medium

L=Low

Rate each option in terms of how **Easy** it would be to pursue in terms of time, money, or effort:

1=Hard

2=Medium

3=Easy



HINT: If the evaluation of Impact and Ease will be based primarily on financials, define H,M, L in specific dollar amounts. For example:

High Impact = > \$100,000

Medium = \$20,000 to \$100,000

Low = < \$20,000

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Make sure you evaluate and rate options **RELATIVE** to one another. There is no specific number of H, M, or Ls or 1s, 2s, 3s required, but you should aim for a roughly equal distribution of ratings. If need be, you can divide the options into equal thirds.



HINT: Wherever possible, use actual data to evaluate Impact (the projected savings, increase in revenues, estimated Return on Investment) and Ease (the level of cost, time, or effort).



BEST OPTIONS** = those in the upper right, with High **IMPACT** and **EASY

*Possible **SHORT-term** options are any in the middle row of the right two columns with Ease = 2 or 3*

*Possible **LONGer-term** options are any in the top row with Impact = H*

5 Plot options (A-R) on the 3x3 grid according to their Impact and Ease ratings.

6 Determine the best options to pursue:

The next two pages contain a completed example and a blank worksheet of the Impact-Ease Grid.



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IMPACT-EASE GRID

2 Roles

1 Situation: Prioritize efforts to improve my daughter's basketball team Scribe: _____ Facilitator: _____
 Date: _____ Participants: _____ Timekeeper: _____

3 List as many OPTIONS as possible <i>(actions, ideas, problems, projects or solutions)</i>	4 RATE	
	Impact (H,M,L)	Ease (1,2,3)
A .Passing	H	3
B .Dribbling	M	2
C .Shooting	H	2
D .Defense	M	1
E .Rebounding	M	3
F .Offensive plays	M	2
G .Out of bounds plays	M	1
H .Read and react to the defense	H	1
I .Screening	L	2
J .		
K .		
L .		
M .		
N .		
O .		
P .		
Q .		
R .		

5 Plot Options on the Grid below

	LONG-TERM OPTIONS	LONG-TERM OPTIONS	BEST OPTIONS
H (HIGH)	H	C	A
M (MEDIUM)	D G	F B	E
L (LOW)		I	
	1 = HARD <i>(lots of time, money, or effort)</i>	2 = MEDIUM <i>(some time, money, or effort)</i>	3 = EASY <i>(little time, money, or effort)</i>

I
M
P
A
C
T

D
G
I
E

EASE



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IMPACT-EASE GRID

② Roles

① Situation: _____ Scribe: _____ Facilitator: _____
 Date: _____ Participants: _____ Timekeeper: _____

③ List as many OPTIONS as possible <i>(actions, ideas, problems, projects or solutions)</i>	④ RATE	
	Impact (H,M,L)	Ease (1,2,3)
A .		
B .		
C .		
D .		
E .		
F .		
G .		
H .		
I .		
J .		
K .		
L .		
M .		
N .		
O .		
P .		
Q .		
R .		

⑤ Plot Options on the Grid below

I M P A C T	H (HIGH)	LONG-TERM OPTIONS	LONG-TERM OPTIONS	BEST OPTIONS
	M (MEDIUM)		SHORT-TERM OPTIONS	SHORT-TERM OPTIONS
	L (LOW)			
		1 = HARD <small>(lots of time, money, or effort)</small>	2 = MEDIUM <small>(some time, money, or effort)</small>	3 = EASY <small>(little time, money, or effort)</small>

EASE

**A Sample of
Tools for Managers and Teams**

