# Affinity Diagram
# + Crafting Guiding Principles

- <u>Affinity Diagram</u>: Whereas the Cardstorming process was more active and verbal, the Affinity Diagram process is more reflective, responsive and mostly silent.

- <u>Crafting Guiding Principles</u>: After each small group has completed the Affinity Diagram process, you will then shift into creating 4-6 Guiding Principles, which will describe desired behaviors and useful mental models that will help org members enliven the core value into organizational practice.  This is a verbal process.

# Affinity Diagram
## Step 1
## Brainstorming

1. <u>Crafting the 'HOW TO' question</u>. (5) Done talking.  What is the *essence* of this cluster/core value? Write the 'How to' sentence at the top of your flip chart.  Examples, 'How to **collaborate** in TCA in such a way that we're always gathering wide input into key decisions.'  Or, 'How to assure that we adopt the attitude that gathering divergent perspectives is important for many of the decisions we'll make as the TCA.'  Or simply, 'How do we need to think, and how do we need to behave in order to collaborate most effectively?'

2. <u>Generating ideas for behaviors, actions & mental models</u>. (10 ) Done Silently.  **Criticism or evaluative comments are NOT allowed.** Spread out and review the post-its you already have from the previous Cardstorming session where we decided on core values. Now, the entire group begins to quickly generate and record ideas on new post-its regarding the core value *in answer to the HOW TO question.*  Each person should make sure there's only one idea per note and write as succinctly as possible.   People might write, 'think, who should be involved?' or 'we need to educate ourselves in how to collaborate,' or ,'how can I be more open to others who think differently than me?'

3. Still silent, spread these notes out randomly on the table so that everyone can stand/walk around the table and read them. (5)

# Affinity Diagram
## Step 2
### Analyzing

4. Now, STILL SILENTLY, the whole group looks for the *affinities* in ideas, sorting these notes into logical groupings.  Do this relatively quickly. (5)

5. Look within each group for a header or central idea card.  If there is no logical one make up a new one. (5)

6. Draw lines around each grouping that illustrates their connection.  Superheader cards may make sense at this point. (5)

# Crafting Guiding Principles
## Step 3

7.  Crafting: Now you can be more linear and vocal. (40 mins total)

8.  Begin by deciding as a group what the 4-6 most important guiding principles might be as a result of the ideas generated during silent brainstorming. You may need to dot vote.

9.  **Now decide whether or not it makes sense to break into 2-3 smaller groups to work on crafting 1 or 2 guiding principles per group.**

10. Make sure you consider both mental models (assumptions or approaches to looking at things informed by the core value) and even specific behaviors that tend to support enlivening the core value. For example, for collaboration you might say, *'As musicians who value collaboration, we will educate our membership & staff in a variety of inclusive decision-making practices.'* Or, *'We seek out divergent perspectives because we believe that the best decisions are made this way.'*

11. Prepare a 3 minute report back to the larger group after the break: 1. Core Value 2. 'How-to' question? 3. 4-6 Guiding Principles that support the core value 4. Decide who will present the report back. (FLIP CHART so everyone can see it)

# Small Group Report-Back

a. Core Value

b. 'How to' question?

c. Your 4-6 guiding principles

(3 minutes for each report)