Using "PICK" for Prioritization and Decision Making

What is it?

- An approach to organize ideas and evaluate them based on predetermined criteria. Prioritize ideas for consideration based on criteria considering impact (to business / stakeholders) and difficulty (to implement idea). Utilizes four quadrants to sort the ideas: Possible, Implement, Challenging and Keep for Later. Narrows the ideas for decision making.

Why use it?

- Visually organizes everyone's in a objective-based process.
- Provides transparency in the decision making process.
- Fosters trust in groups with everyone evaluating off of the same criteria.
- Facilitates consensus in groups.
- Allows all ideas to be heard and measured off of same criteria.

How to use it:

1. **Define Criteria.** Leadership defines Impact and Difficulty criteria in advance using two "T" Charts

   Impact - things important to your customer, to stakeholder / volunteer engagement, service delivery, productivity

   Difficulty - things like budget, risk, technology, implementation efforts /time frame

Example:

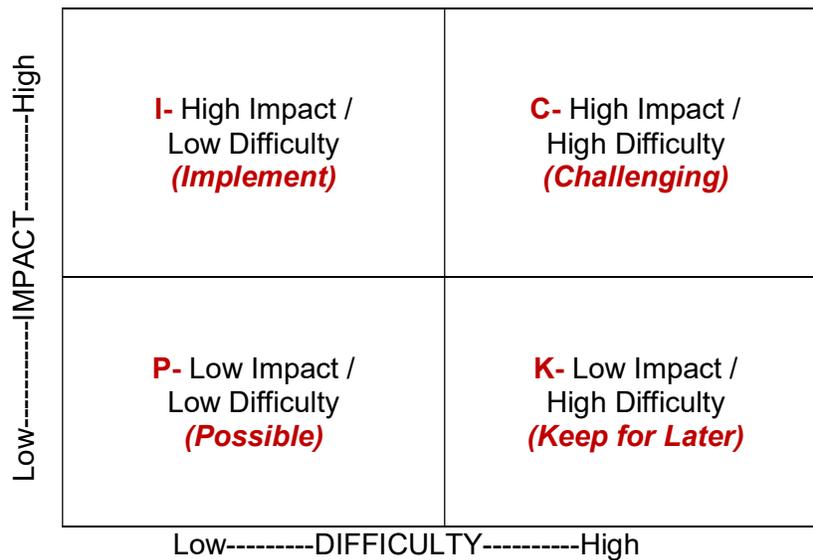| Impact Criteria		Difficulty Criteria	
High	Low	High	Low
Reduces the number of handoffs between staff	Maintains or increases handoffs between staff	Requires Technology changes	Requires no IT changes or can be completed in less than ## hours
Improves the quality of the time focused on the customer	Adds or maintains cycle time	Requires budget of more than $XX,000 to implement	Requires little or no cost/resources (less than $XX,000)
Simplifies the process, easier to follow	Adds complexity to the process	Requires additional FTEs	No changes to FTE allocation
		Takes more than 90 days	Easily accomplished in 90 days

2. **Brainstorm ideas**. Suggest using post-it notes for ideas. One post-it per idea. Generally people record their ideas independent of each other first and then share their ideas after a reflection period.

   You will need to affinity group the ideas (pair like ideas together) before you can evaluate them.

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3. **Evaluate the ideas.** Using the established criteria (Step 1), ask the group to evaluate the idea *based on the criteria*. Is the idea high or low impact? Is the idea high or low in difficulty? Do not let the group go somewhere in between. You may have to go with a majority vote.

4. **Organize evaluated idea onto the PICK chart**. As each idea is evaluated, place the post-it note onto a flip chart with the four quadrants as illustrated below. Keep the group focused on the evaluation & placement into the quadrants, do not reveal what "PICK" stands for until completed. If you have a lot of ideas, you may want to have someone record the ideas on a matrix and give each idea a reference number.

	Low---------DIFFICULTY----------High	
High	**I-** High Impact / Low Difficulty *(Implement)*	**C-** High Impact / High Difficulty *(Challenging)*
Low	**P-** Low Impact / Low Difficulty *(Possible)*	**K-** Low Impact / High Difficulty *(Keep for Later)*

Low----------IMPACT---------High (vertical axis label)

Low---------DIFFICULTY----------High

Be mindful of standard orientation for the chart-- keep the PICK chart oriented the same way with Impact on left, vertical side, and Difficulty on the bottom horizontal side.

5. **Analyze the organized ideas and make decisions on where to take action.** Focus the group on the "Implement" quadrant, as this is the "low hanging fruit" having high impact with low difficulty to implement. This does not mean everything in the Implement quadrant must be done, but this is where you would start since time and resources are always slim.

Conversely, just because you have an idea in the "Challenging" and "Possible" quadrants doesn't mean they should not be addressed. It does suggest more analysis and justification is likely to be needed to commit time and resources towards implementation, perhaps even another layer of approval may be required.

Lastly, the Keep for Later quadrant is just that. Keep it, but don't act on it. Based on the criteria, ideas in this quadrant are low impact and high in difficulty.

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