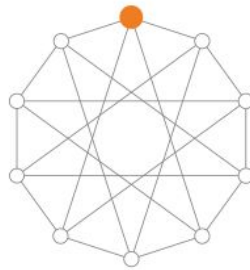


# Sharpen Your Analytical Skills



Humane  
Leadership  
Institute



# Was Your Dependency Tree Complete?

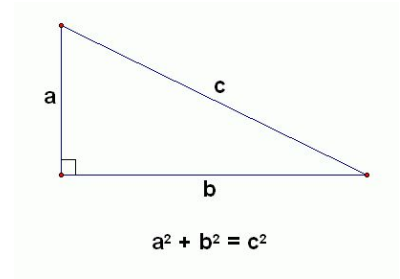
# What is Good Analysis?


Quality Thinking =

Clarity of data (a,b,c)

\*

Relevance of model ( $a^2 + b^2 = c^2$ )





“As regards any subject we propose to investigate, we must inquire not what other people have thought, or what we ourselves conjecture, but what we can clearly and manifestly perceive by intuition or deduce with certainty. For there is no other way of acquiring knowledge.”

Descartes



# Analytical Skills - Distinguishing & Simplification

- Categories - the [source](#), Aristotle (for geek cred & reference only)
- Descartes - [12 Rules for the Direction of the Mind](#)
  - 1. The aim of our studies must be the direction of our mind so that it may form solid and true judgments on whatever matters arise.
  - 5. ... reduce involved and obscure propositions step by step to those that are simpler...

# Analytical Skills - Find the Total Set and Divide It

- Modern adaptation of Aristotle's categories is MECE (Mutually Exclusive and Collectively Exhaustive) - [Barbara Minto interview](#)
  - Watch this overview [video](#) (link starts @ 1:31, watch to 5:07+)
- Another longer [video with good examples](#) of MECE

# MECE Improves Your Thinking

MECE adds clarity and precision to

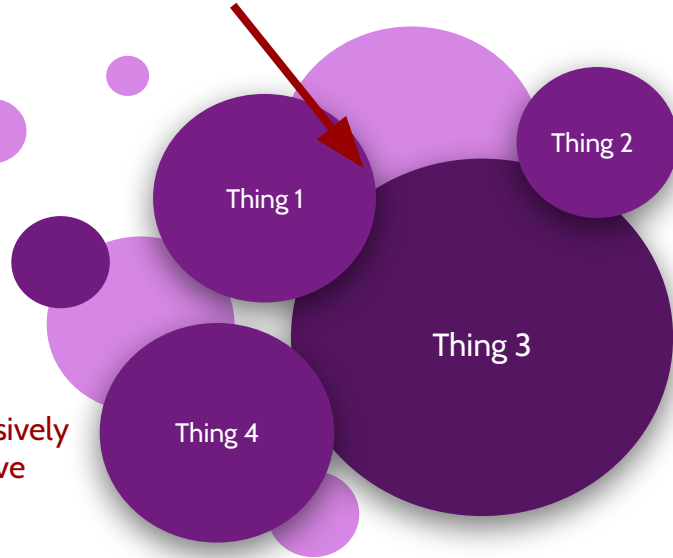
- Dependency tree & Gantt chart
- Scope and approach on your SoW
- Data and analysis for your final deliverable



# Not MECE

Not mutually exclusive

Not  
comprehensively  
exhaustive



# MECE

Tacos

Meat	Veg
<ul style="list-style-type: none"><li>• Beef<ul style="list-style-type: none"><li>○ Ground</li><li>○ Asada</li></ul></li><li>• Pork<ul style="list-style-type: none"><li>○ Carnitas</li><li>○ Pastor</li></ul></li><li>• Chicken</li></ul>	<ul style="list-style-type: none"><li>• Tofu</li><li>• Mushroom</li><li>• Mixed grilled</li><li>• Squash</li></ul>
Seafood	Dessert
<ul style="list-style-type: none"><li>• Fish<ul style="list-style-type: none"><li>○ Fried</li><li>○ Sauteed</li><li>○ Grilled</li></ul></li><li>• Shrimp</li><li>• Lobster</li></ul>	<ul style="list-style-type: none"><li>• Non-dairy<ul style="list-style-type: none"><li>○ Fruit</li></ul></li><li>• Dairy<ul style="list-style-type: none"><li>○ Ice cream</li><li>○ Whipped cream</li><li>○ Chocolate</li></ul></li></ul>

# MECE / Categorization Questions

- Does my definition include the whole set and exclude everything not in the set?
  - What is the difference between a taco and a burrito? What makes a taquito different?
- Do my categories overlap?
- Does the sum of my categories equal the whole set?
- Do the categories parallel each other? Are they based on the same characteristic?
  - In our case, the main ingredient or protein
- Do the categories fall into the rule of three, if possible?
  - We could cut to 3 by choosing to focus on savory tacos
- Can you find any logical fallacies or incompleteness in your thinking?

# Exercise: MECE

- Try to find MECE categories for the key elements that create client value in your project
  - How can you research to learn what the value-driving elements are? The key characteristics?
- N.B. the struggle to reach MECE is the work and leads to insight and wisdom.
  - The world may not conform to the model you invent
  - The territory is not the map - more on this in your assignments
  - Often an imperfect map can be better than no map at all - it gives you a basis for learning more

