



Carnegie Mellon University

Working with Causal Flow Diagrams

Evaluating nodes

- Is each node observable and measurable
- Is each node clearly distinguished to be a problem/opportunity or a solution
 - Is it really a problem/opportunity and not a solution?

Evaluating inferences

- Is the inference in each arrow commonly accepted
 - or do intermediate inference steps need to be added
 - or does the inference need to be otherwise justified

Evaluating breadth of analysis

- Why have the problems or opportunities not already been addressed?
- How is the _____ related to this problem?
 - Organization
 - Program
 - Staff
 - Facilities
 - Technical Environment
 - Technology Management
 - Technology Planning
 - Internal and External Communications
 - Information Management
 - Business Systems