

## TOOL DESCRIPTION

# Situation Assessment With SCALE



**SCALE is a tool that can be used to weigh different topics regarding a specific decision or change within a group.**

SCALE is a useful and quick tool that management teams can use to deal with change, find solutions to problems and secure commitment to change. It is based on two fundamental questions that the people are asked: one on the cons side and one on the pros side:

- Cons: What risks, concerns, challenges or problems will this process have or cause?
- Pros: What new possibilities, advantages, motivation or success does this enable?

The working process is followed first to collect insights into both sides and making these insights visible and then to weigh them in order to arrive at a decision. If a positive decision is made, the group will then highlight the most important aspects on the cons side that should be addressed and develops an action plan to do so.









**Duration**  
60–90 min

**Participants**  
6–25 people

**Facilitation**  
2 flipcharts

# Situation Assessment with SCALE | Process

| <b>Personal thoughts</b><br>5 min    | <b>Dialogue in pairs</b><br>10 min                  | <b>Presentation of facts</b>    | <b>Weighing</b><br>5 min    | <b>Ranking</b><br>10 min   | <b>Next steps</b><br>5–10 min   |
|---|--|--|--|---|--|
| <p>Everybody individually writes down their personal thoughts and opinions about the topic: both cons and pros (- / +):</p> <ul style="list-style-type: none"><li>• What risks, concerns, challenges or problems will this process have or cause?</li><li>• What new possibilities, advantages, motivation or success does this enable?</li></ul> | <p>Participants discuss their individual thoughts in pairs/small groups and summarize them as a group result (2–3 people/group).</p> | <p>Each pair/small group in turn shares one negative aspect they have identified. The facilitator writes all the negative aspects on the flipchart and numbers them until all the insights have been gathered.</p> <p>Each pair/small group then shares one positive aspect they have identified. Again these are collected and numbered by the facilitator until all insights have been gathered.</p> | <p>Next, when the con and pro sides are visible, ask everyone to choose their own overall opinion about the topic based on the issues outlined (weighing the pros against the cons). Weighing can be done by positioning in the room, voting, raising hands, marking a sign on a scale, etc.</p> | <p>If the decision is to go forward, ask the pairs to rank items on the cons side: “What are the most important issues (3–5) we have to solve to arrive at the pros”. The facilitator marks the issues on cons side flipchart with, e.g., a plus mark. The facilitator then highlights the issues that received the most votes.</p> | <p>The group then discusses on how they are going to proceed with the topic and the ranked issues and when.</p> <p>Note: You don't necessarily need to make an action plan during this same meeting.</p> |