

How-How Diagram (Means–End Chain)

The purpose of How-How Diagrams is to enable individuals and groups to creatively explore a situation for options for *how* to achieve impact. They help determine the steps that should be taken to implement action. Figure 1 is an example of a How-How Diagram to analyse ways to improve operating profit.

General steps for a How-How Diagram:

- Begin with a Focus or solution statement and explore possible actions at each stage by asking “How?”
- At each step of the chain, the list of alternatives can be narrowed before the next step.
- Advantages and disadvantages, chance of success, and relative cost of each alternative are listed to facilitate a more objective selection process.

Figure 1 How-how analysis of ways to improve operating profit.

