

# project planning and management series

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## ACKNOWLEDGEMENT

The Project Planning and Management Series consists of a set of manuals and associated modules presenting practical approaches, tools and techniques for project planning and management. (See list on back cover). A product of the Government of Jamaica/USAID National Planning Project (1976-1980), the series was developed by the Project Development Resource Team (PDRT) of PAMCO for use in "action-training" workshops and reflects extensive experience in training and project development. All present PDRT members are contributing authors and have worked together in writing, revising and publishing the series. Special credits are due to Dr. Marilyn Kettering for design and development of the series; Dr. Bruce Brooks for writing final versions of many modules; Mrs. Marjorie Humphreys for assuming primary editing and production responsibility and for organizing draft papers into more useful materials; Mr. Lascelles Dixon, head of PDRT since 1979, for designing the cover and improving many of the illustrations; and Mrs. Christine Hinds and Miss Linette Johnson for typing the drafts and final manuscripts. Any comments on the series and its usefulness are welcome.

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## MODULE 30

BRAINSTORMING  
*Bruce Brooks*

## A. PREREQUISITES:

## B. DISCUSSION:

Brainstorming is a group process that gives each individual in the group the opportunity to respond to a specific statement or question. The emphasis is placed on generating a large number of *ideas*. Evaluation or criticism of any of the ideas is deferred. It is a very useful tool for generating ideas for application to specific problems, or for generating new ideas for attacking old problems.

## C. PURPOSE:

Brainstorming is a group technique that is used to generate ideas and response to a given problem, statement or question.

## D. USE:

Brainstorming is used to generate ideas and alternative approaches to a situation or problem. It can also be used to solicit ideas about what different individuals think will result when a suggested action is taken.

## E. OUTPUT:

The output of this tool is a large number of ideas or alternative approaches to a situation or problem and what individuals in a group think the results will be when a certain action is taken.

## F. STEPS IN RUNNING A BRAINSTORMING SESSION:

This tool is more likely to give better results if:

- (a) the group is well acquainted;
- (b) the members of the group do not include supervisors, because

this may result in a reluctance by the subordinates to discuss freely certain ideas;

- (c) the group leader keeps the groups on track, concentrating on the generation of ideas and away from (unproductive) discussions which waste time;
- (d) everyone is given an opportunity to participate, preventing a few persons from dominating the discussion; and
- (e) no evaluation or criticism is permitted when ideas are advanced.

2. Materials needed for the discussion leader are a flip chart, marking pens, chalk and chalkboard, and masking tape or cellophane tape. Writing paper and pencils are needed by each participant.

3. The group leader should conduct the session as follows:

Organizing and Conducting the session:

STEP 1. *Organize the discussion groups.-*

- a) Divide into groups of 5 to 8 persons.
- b) Distribute persons with specific knowledge about the question or problem among the discussion groups.
- c) Distribute persons with leadership ability among discussion groups.
- d) Ask each group to select two persons, one to act as leader and one to act as recorder of ideas.

STEP 2. *Instruct the group participants -*

- a) Emphasize that all ideas are acceptable at this point. None is incorrect.
- b) Any ideas are encouraged regardless of how "far out" they may seem. No criticism or evaluation is allowed.

STEP 3. *Begin the session -*

- a) State the problem or situation. Print it in bold letters on the chalkboard or on a flip chart. Be sure each participant knows the ground rules and procedures. If the participants are unsure, give an example of several ideas on the chalkboard. (SEE EXAMPLE WHICH FOLLOWS)

- b) Ask each person in each group to give an idea. This should be spontaneous but if some participants do not respond, press them for an idea.
- c) Suppress extraneous conversation and discussion by tactfully asking groups to curtail discussion. Keep on track.
- d) Ask recorder to record all ideas on flip charts or on the chalkboard. *The discussion leader should not attempt to lead the group and record the ideas.*
- e) When the groups no longer have any ideas to offer, the monitor should close the discussion. Don't lose momentum by prolonging the session.
- f) Put ideas already recorded on chart on wall or blackboard so all participants can see them.
- g) Examine the list to remove duplications or to clarify them. Don't prolong this.

#### *Problem Statement*

There is a high level of unemployment among the youth in Jamaica.  
(ages 18 - 25)

What changes are needed to overcome this problem?

Some brainstorming suggestions could be:

1. Increase the jobs for youth.
2. Employ more youth.
3. Encourage more of the youth to emigrate.
4. Encourage more violent crime among youth.
5. Set up special youth projects designed to encourage national development.
6. Provide youth with employable skills.

This is only a start. Many more ideas could be developed.

*Early PDRT working papers relevant to this topic include "Project Alternatives: Appendix A", M. Kettering and J. Kristiansen, 1977. (4 pages).*

Project Planning and Management Series.

MANUAL - I Planning for Project Implementation  
MANUAL - P Project Planning  
MANUAL - M Project Management  
MANUAL - PF Pioneer Farm Implementation Planning

MODULES

1. Defining Project Objectives (Objective Trees)
2. The Logical Framework
3. Work Breakdown Structure
4. Activity Description Sheets
5. Project Organization
6. Linear Responsibility Charts
7. Project Scheduling - Bar Charts
8. Bar Charting for Project Control/Scheduling
9. Project Scheduling - Network Analysis
10. Milestones Description Charts
11. Resource Planning & Budgeting
12. The Role of PAMCO
13. Project Technology Analysis
14. Demand Analysis
15. Market Strategy Analysis
16. Project Area Analysis
17. Project Costs & Benefits
18. Project Profile
19. Financial Analysis
20. Cash Flow Analysis
21. Discounting
22. Net Present Worth Analysis
23. Cost-Benefit Analysis
24. Benefit-Cost Ratio Analysis
25. Internal Rate of Return
26. Social Analysis of a Project
27. Economic Analysis of Projects (including Border Pricing)
28. Financial Statements & Ratios
29. Project Selection & Ratios Analysis
30. Brainstorming
31. Decision-making System for Projects
32. Project Institutional Environmental Analysis
33. Ecological Analysis for Projects
34. Introduction to Contracts, Jamaican Contract Documents & Tendering Procedures
35. Selection & Use of Consultants
36. Project Documents for Planning & Implementation
37. Report Writing for Projects
38. Project Files
39. Formats for Pre-Feasibility & Feasibility Studies
40. Motivation of Employees and Personnel Evaluation
41. Design of a Project Management Control System
42. Evaluating & Forecasting Project Progress & Performance
43. Project Termination
44. Introduction to Lending Agencies
45. Organizing and Conducting Conference Meetings
46. Withdrawal of and Accounting for Loan Funds in the Financing of Projects

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