

## Chapter 11

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### Empowered for the Future

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#### Everything That Counts

We have examined the implicit difficulties in making important complex decisions, in forecasting the future, and in allocating resources. We have seen how the Analytic Hierarchy Process can provide significant advantage in overcoming these difficulties. We have seen how AHP can be applied so that everything that counts *can* be counted (measured on a ratio scale to be more precise) and how, through intelligent model representation of an organization's objectives, to *avoid counting* everything that can be counted.

#### Beyond Buzzwords

In *Reinventing the Business*<sup>1</sup>, Roy Harmon wrote the following about a business trend called business process reengineering:

“It is my fervent (but undoubtedly vain) wish that the latest buzzwords-of-the-month, ‘reengineering’ or ‘business process reengineering,’ will disappear from routine business conversation – just as their hundreds of faddish predecessors have – and that they will not be replaced by new and equally short-lived crazes. ... We consultants and authors are guilty of perpetuating the largely nonsensical buzzword creation... Unfortunately, there is little in the world that is really new. In fact, most ‘new’ publications, valuable as they may be, incorporate virtually all of the best of their predecessors. Nevertheless, quantum improvements are being achieved through the application of established methods, and implementation of these tried and proven techniques should be the ongoing goal of every organization and all of its personnel.”

We believe that AHP is not just another contemporary management trend, but can be applied to *all* past and future management trends. While AHP is a relatively ‘new’ as a methodology, it is comprised of parts that

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<sup>1</sup> Roy L. Harmon, *Reinventing the Business*, The Free Press, New York, NY, 1996  
pg xxiv.

have been with us for a long time – hierarchical organization of complexity, pairwise comparisons, eigenvectors, and measurement theory. The parts, however, have been crafted so they fit together into a methodology that we confidently believe will be embraced far into the future. Why do we say this? Because, unlike other management crazes that address specific management needs such as quality, reengineering or budgeting, AHP is a fundamental methodology that allows individuals and organizations to better structure complexity and synthesize both qualitative and quantitative factors that are part of *every* management process. We are hopeful that the reader will be able to apply AHP to future management trends that develop. To help in this endeavor, we have provided examples of how AHP can be applied to current and past management trends in Appendix I. Additionally, two case studies are included in Appendix II.

We have shown how AHP, as a fundamental methodology, can be applied to: decision making by focusing on objectives; to forecasting by measuring and synthesizing alternative influencing factors and their relative impacts; and to resource allocation by measuring benefits that reflect the true objectives of the organization, not just what could traditionally be counted.

### **Empowered**

The processes and techniques contained in this book should empower you to see the world with more clarity than you were able to before. While others get bogged down in complexity, you will be able to structure complexity into coherent clusters, to assess (measure) relative importance, likelihoods and preferences. You will be able to not only make better decisions based on the achievement of objectives, but will be able to communicate the rationale to others. You will be able to engage others in the process, create cooperative teams, and share power in ways that will make you more powerful.