

## **Key Features of Analysis (in contrast with summary or description)**

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- **An analysis goes well beyond simply reporting or listing the components or sections of something (such as an interview or an ad campaign or an organization).**
- **An analysis involves the selection or highlighting of the most important or interesting features of the object of analysis. That is, not all parts of what's under investigation are given equal attention or weight.**
- **An analysis is informed by relevant theoretical material or concepts, identified as pertinent to the particular sub-topics of the analysis (for example, from course materials and other related readings).**
- **At the same time, an analysis is flexible and inductive enough to allow for interesting observations or insights to emerge from the object of study (such as new ways of looking at work and organizations that might be witnessed in a particular organization).**
- **An analysis is divided into sub-topics that make sense in terms of both the assignment and in terms of the object of study. (For example, an organization that is undergoing restructuring may be examined in terms of such sub-topics as leadership philosophy and practice, communication networks and patterns of interaction, and principles of teamwork).**
- **An analysis should incorporate a variety of types of evidence or data: including quotations and paraphrases, statistics and other types of general assessments, examples from experience, etc. (all depending, of course, on relevance and availability).**
- **An analysis should make comparisons and contrasts with other such objects of analysis (for example, in commenting on two different organizations in the same sector or two different sectors).**
- **An analysis should be provocative, in the sense of noting surprises, ironies, contradictions or paradoxes (for example, inconsistencies between an organization's promotion of creativity and its other practices).**
- **An analysis should make value judgments—positive and negative—and include recommendations where appropriate.**