

Synthesis

Synthesis involves putting together or combining parts into a whole. Analysis - the separating of any material or abstract entity into its constituent elements - is the opposite of synthesis.¹

Organizations have become quite good at doing analysis; however, few organizations know how to synthesize. The Analytic Hierarchy Process (AHP) might as well be called the *Synthesis* Hierarchy Process because, at its core, AHP helps us measure and synthesize the multitude of factors involved in complex decisions.¹

In order for an organization to make a rational decision (i.e., one that best achieves the multitude of their objectives) they *must* be able to synthesize.¹

Next: [Inconsistency](#)

¹ Forman, Ernest H. and Mary Ann Selly. Decision by Objectives: How to Convince Others That You Are Right. World Scientific Publishing Company, 2001.