THE FIVE ESSENTIAL ELEMENTS OF INTERACTIVE MANAGEMENT

1) Participants
2) IM Facilitator
3) Consensus Methodologies
4) Computer Equipment and Programs
5) Demosophia

B - 1
PARTICIPANTS

* Knowledgeable About Context
* Responsible For Content Contributions
* Selected Through Discussions Between "Broker" and IM Facilitator
* Selection Process Should Encourage Diversity Of Disciplines, Perspectives, and Positions Within The Organization
* Committed To IM Problem-Solving Schedule Without Discontinuity
PRIMARY DUTIES AND RESPONSIBILITIES OF IM FACILITATOR

* Possesses Expertise In The Theory and Practice Of IM
  - Interfaces With The "Broker" In The Design Of IM Sessions
  - Tracks Group Progress In I/D/C Through Diagnostics

* Possesses Expertise In Consensus Methodologies
  - Selects Appropriate Consensus Methodologies Based On Diagnostics
PRIMARY DUTIES AND RESPONSIBILITIES OF IM FACILITATOR (CONT’D)

* Manages Group Dynamics
  - Encourages Open, Focused Dialogue
  - Maximizes Value Of Participants’ Time
  - Strives For Group Consensus

* Conducts The IM Problem-Solving Sessions
  - Avoids Content Contributions
  - Coordinates Computer/Participants Interface
  - Configures The Use Of Demosophia
## Interactive Management Spectrum

<table>
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<th>Consensus Methodologies</th>
<th>Intelligence</th>
<th>Design</th>
<th>Choice</th>
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<tr>
<td>1) Ideawriting</td>
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<td>2) Nominal Group Technique</td>
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<td>3) Interpretive Structural Modeling</td>
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<td>4) Delphi</td>
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<td>5) Options Field</td>
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<td>6) Options Profile</td>
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<td>7) Tradeoff Analysis</td>
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EVOLUTION OF CONSENSUS METHODOLOGIES

TRADEOFF ANALYSIS METHOD
(McDonald, 1980)

OPTIONS FIELD-
OPTIONS PROFILE METHOD
(Warfield, 1980)

INTERPRETIVE STRUCTURAL
MODELING (ISM)
(Warfield, 1972)

NOMINAL GROUP TECHNIQUE (NGT)
(Delbecq, 1976)

BRAINWRITING (IDEAWRITING)
(Geschka, 1973)

DELPHI (Dalkey, 1969)

BRAINSTORMING
(RAND Corp.)

COMPUTER EQUIPMENT AND PROGRAMS

* Always Used In Conjunction With IM Facilitator
* Programs Based On Sound Behavioral And Technical Principles
* Encourages Qualitative Optimization
* Tradeoff Analysis With Both Qualitative And Quantitative Attributes
* Programs Promote Efficient Derivation By Participants Of Structural Maps
TWO EXAMPLES OF STRUCTURAL MAPS

A) Comparative Map

MACK TRUCK

FIRE HYDRANT

TENNIS SHOE

EMPTY BEER CAN

BALL POINT PEN

FEATHER

"weighs less than"

B) Temporal Map

Sunday

Saturday

Friday

Thursday

Monday

Tuesday

Wednesday

"immediately precedes"
DEMOSOPHIA

* A Dedicated Facility For Practicing IM
* Enhances Productivity, Creativity, and Comfort Of The Participants

* Specially Designed Room With Supporting Offices
  - Accommodates Up To 12 Participants and 25 Observers
  - Extensive Display Space For Constructing An Audit Trail
  - Adaptability Of Physical Setting

* Augments The Capability Of The IM Facilitator