

# **INTERACTIVE MANAGEMENT WORKSHOPS:**

*PLANNING FOR SUCCESS*

*A PRESENTATION*

by

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## IASIS

### Interactive Management: Five Alternative Levels of Success Available for Planning Purposes

**Level 1 (lowest): *Approach to Issue.*** Learning more about what is involved in approaching a complex issue

**Level 2: *Issue Exploration.*** Learning more about the complex issue

**Level 3: *Issue Definition.*** Defining the complex issue

**Level 4: *Design of Alternatives.*** Finding several good alternative designs for resolving the issue

**Level 5 (highest): *Choice of an Alternative Design.*** Choosing a design alternative to resolve the issue

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### Interactive Management: Functions Supported in Definition Workshops

- o ***Description of Context:*** description of the context within which an issue is to be explored
- o ***Identification of Components:*** identification of the components that are involved in the definition
- o ***Construction of Patterns:*** construction of patterns that show how the components are related
- o ***Interpretation of Patterns:*** gaining a good understanding of the requirements for design
- o ***Mapping onto Patterns:*** mapping information onto patterns to add detail

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### Interactive Management: Functions Supported in Alternative Design Workshops

- o Generation of Criteria for Comparing
- o **Generation of Options (*an option is any possible action that might assist in resolving the issue*)**
- o Initial Selection of More Important Options
- o Categorizing the Options
- o Naming the Design Dimensions
- o Assessing Dimensional Dependence
- o Naming Clusters
- o Sequencing the Design Decision Process
- o Grouping Options to Produce Alternative Designs

## **IASIS**

### **Interactive Management: Functions Supported in Workshops for Choosing an Alternative Design**

- o **Generation of Criteria for Comparing Alternative Designs**
- o **Dominance Testing**
- o **Difference Ranking on Each Criterion**
- o **Difference Scaling**
- o **Design Scoring Based on Difference Scaling**
- o **Bar Chart Displays of Difference Scaling and Total Scores**
- o **Ranking of the Design Alternatives by Total Scores**
- o **Choice of a Single Design Alternative**

## **IASIS**

### **Interactive Management: Primary Factors in the Planning Phase**

- o **The Situation (the background scenario)**
- o **The Issue (extracted from and related to the Situation)**
- o **IM Broker Selection**
- o **The Scope Statement**
- o **Assessment of State of Definition**
- o **Availability of "White Paper"**
- o **Role, Phase, and Success Level Familiarization**
- o **Actor Identification (who can play what roles?)**
- o **Development of Workshop Plan**

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### Interactive Management: Quality Control in Applications: Five Key Concerns

- o **Concern for the Client**
- o **Concern for IM Practitioners**
- o **Concern for IM Participants**
- o **Concern for the Reputation of IM**
- o **Concern for the Society as a Whole**

*Before a decision is made to apply Interactive Management, these five concerns should be overtly explored. Unless all five concerns can be dealt with favorably in the particular situation, activity should be terminated.*

- o **Workshop Site and Facility**
- o **Actors who fill Workshop Roles**
- o **Written Workshop Plan**

## **IASIS**

Interactive Management:  
Component Factors:  
*Planning Phase:*

Success Level 1: Approach to Issue

- o **Context Statement**
- o **Products Sought: Attributes Field, Problematique, Problem Field, Intent Structure--in order of development during the Workshop Phase**
- o **Processes Used: Nominal Group Technique (NGT) and Interpretive Structural Modeling (ISM)**
- o **Triggering Questions**
- o **Generic Questions**
- o **Workshop Site and Facility**
- o **Actors who fill Workshop Roles**
- o **Written Workshop Plan**

## IASIS

Interactive Management:  
Component Factors:

*Planning Phase:*

Success Level 2: Issue Exploration

Success Level 3: Issue Definition

**The component factors for the Planning Phases for Success Levels 2 and 3 will be the same as those for Success Level 1, except for changes in the Products Sought, which will be as follows:**

- o **Products Sought: Attributes Field, Problematique, Problem Field, Priority Structure (listed in the order in which they are to be developed in the Workshop Phase)**

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Interactive Management:  
Component Factors:  
*Planning Phase:*

Success Level 4: Design of Alternatives

- o **Context**
- o **Products Sought: Options Field (or Tapestry if essential), Options Profiles, Resolution Structure, DELTA Charts**
- o **Processes Used: Nominal Group Technique (NGT) and Interpretive Structural Modeling (ISM)**
- o **Triggering Questions**
- o **Generic Questions**
- o **Workshop Site and Facility**
- o **Actors who fill Workshop Roles**
- o **Written Workshop Plan**

## IASIS

Interactive Management:  
Component Factors:  
*Planning Phase:*  
Success Level 5: Choice of Alternative

- o Context Statement
- o Products Sought: Evaluation Criteria for Alternative Selection, Comparison Bar Charts, Numerical Rankings
- o Processes Used: Nominal Group Technique (NGT), Interpretive Structural Modeling (ISM), Tradeoff Analysis Method
- o Triggering Question and Generic Question
- o Workshop Site and Facility
- o Actors who fill Workshop Roles
- o Written Workshop Plan

## **IASIS**

Interactive Management:  
Component Factors:  
*Workshop Phase:*  
All Five Success Levels

- o **Results of Planning Phase**
- o **Performance of All Actors**
- o **Idea Sets Produced by Participants**
- o **Record of Discussions Produced by Scribe**
- o **Structural Patterns Produced by Participants**
- o **Displays Produced by Display Arranger**
- o **Quality of Documentation**
- o **Archival Record of Work**

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Interactive Management:

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Interactive Management: