

**An
Emergency
Facilitation...**

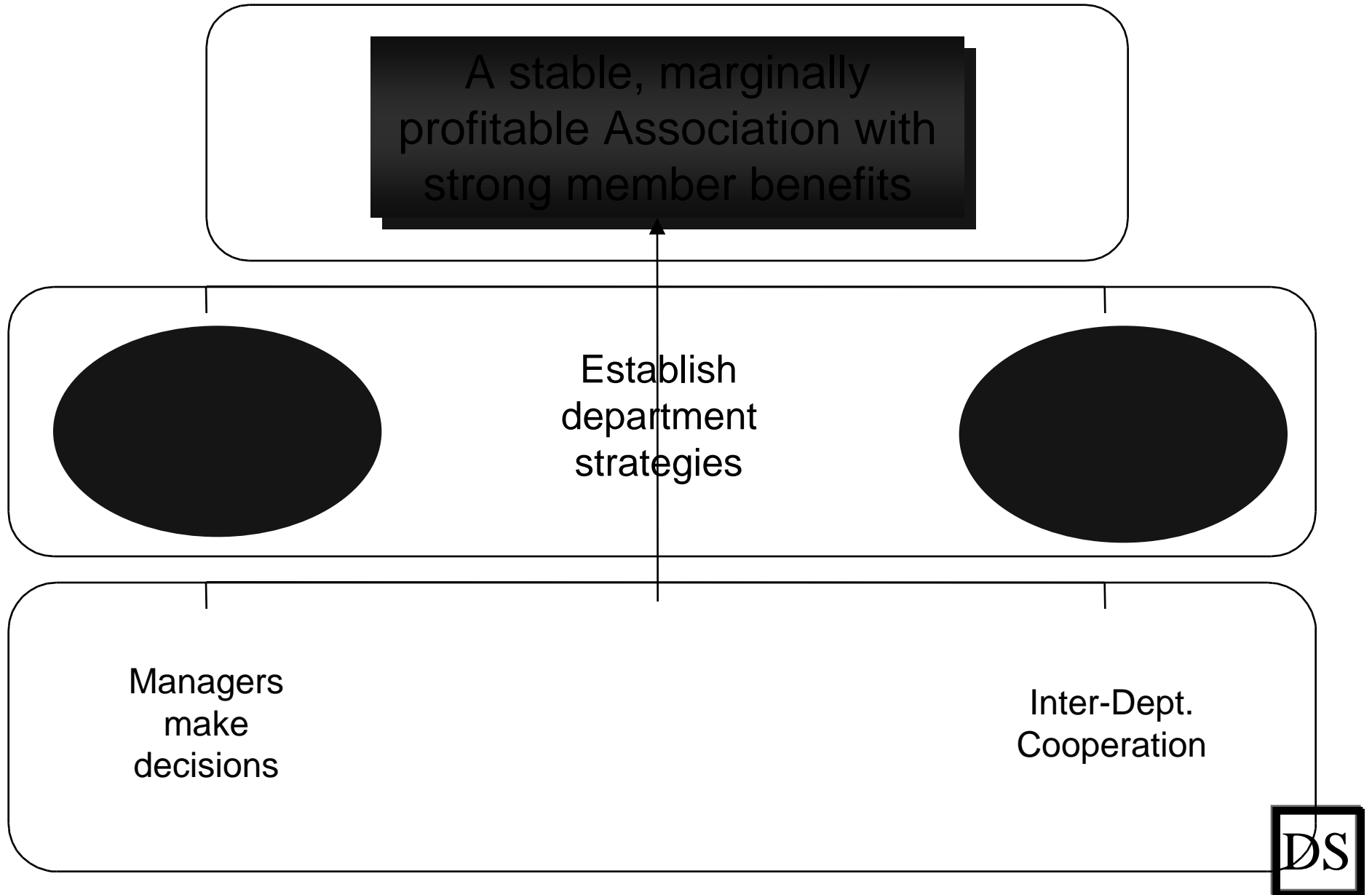
**Decision Analysis as a Mediation
Tool**

The Organization

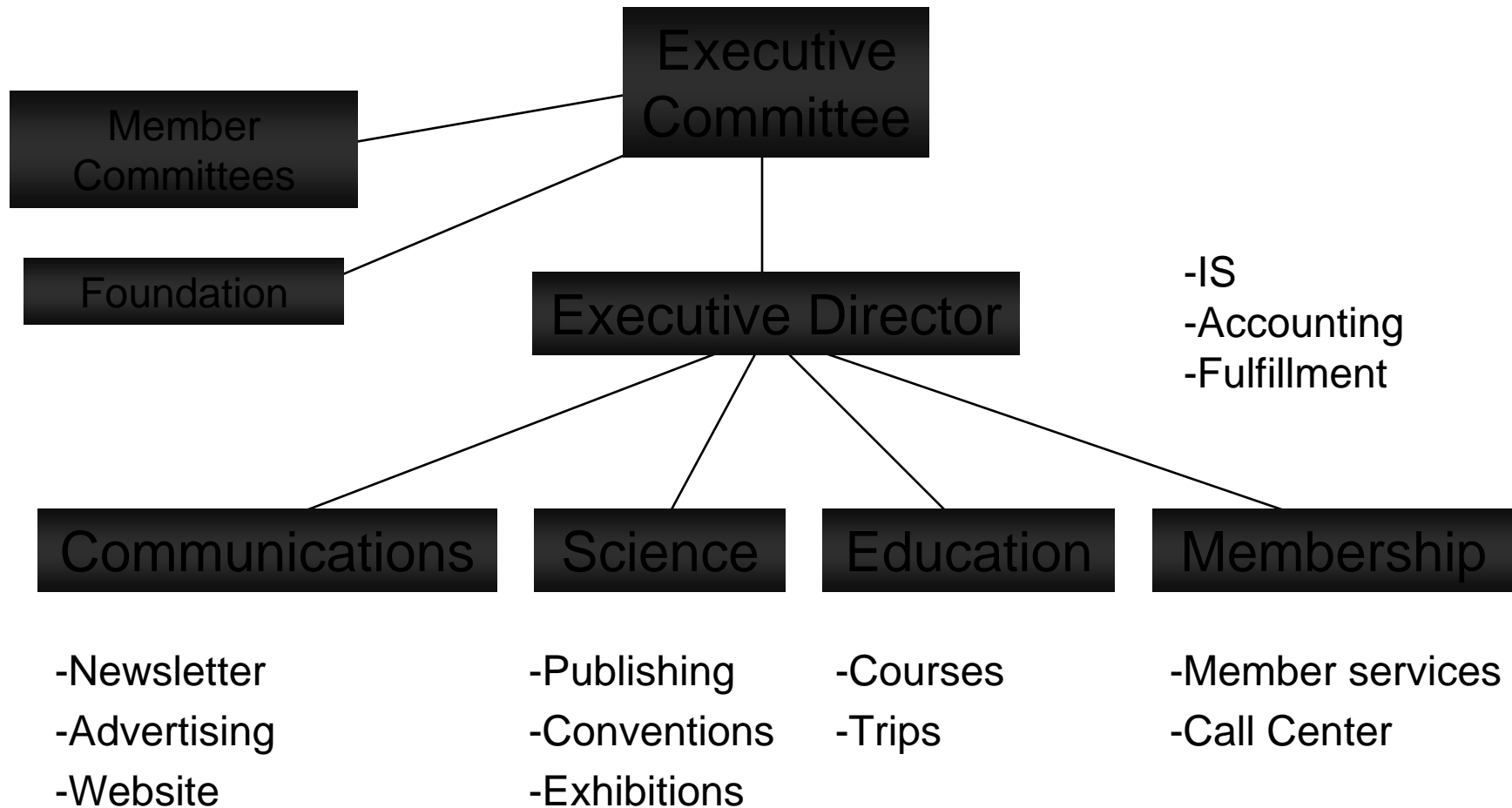
- 31,000 members
- 25% of members live outside US
- Publishing
- Education
- Meetings



Objective Hierarchy



The Organization



Headquarters Management History

- 25 years of strict Command and Control
- Executive Director makes all decisions
- 80% of managers employed >20 years
- Highly politicized
- Techno-phobic



Conflict

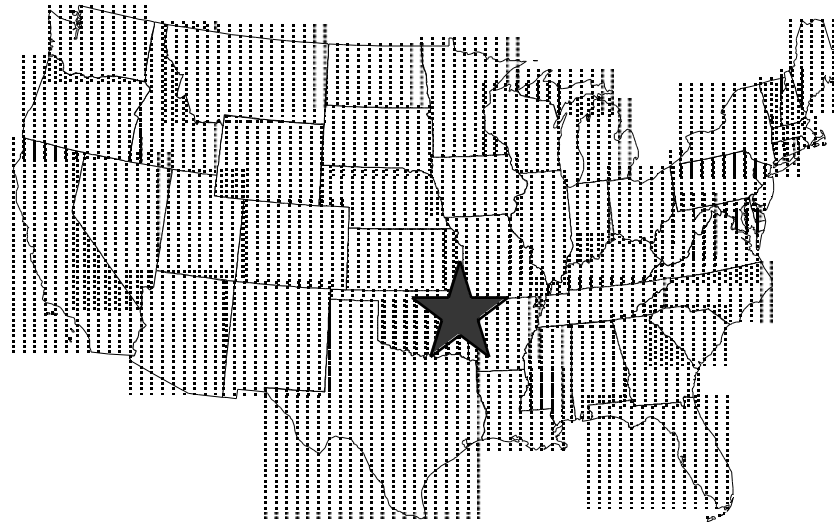
- Recent arrivals question waste and inefficiency
- Improvement efforts are stymied by power block
- Conflict turns personal
 - _ moral declines
 - _ job retention fear

Budget Review Committee

President-elect

Chairman-elect
Of Legislative Group

Treasurer



2 Industry
Sr. Managers

Executive Director

Executive Nominees

...and a Facilitator

DS

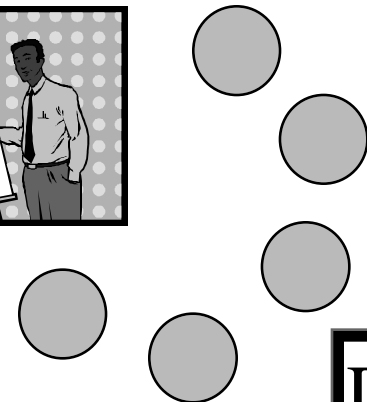
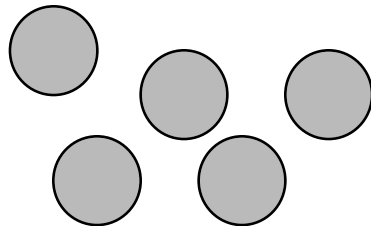
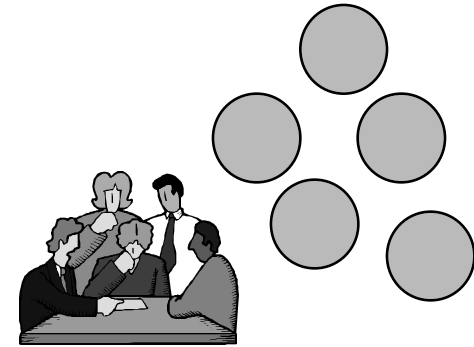
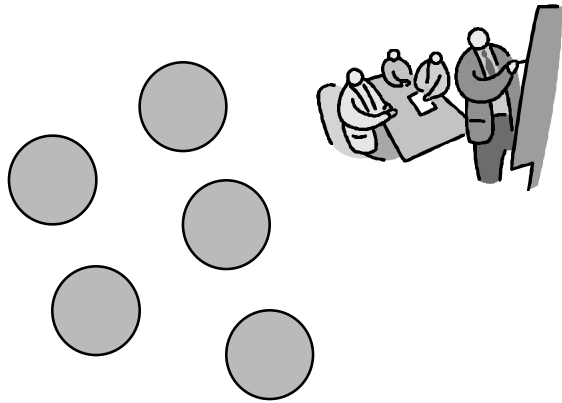
Immediate Concerns

- Entrenched hostility
- Lack of decision initiative
- Narrow management perspective

What to do?



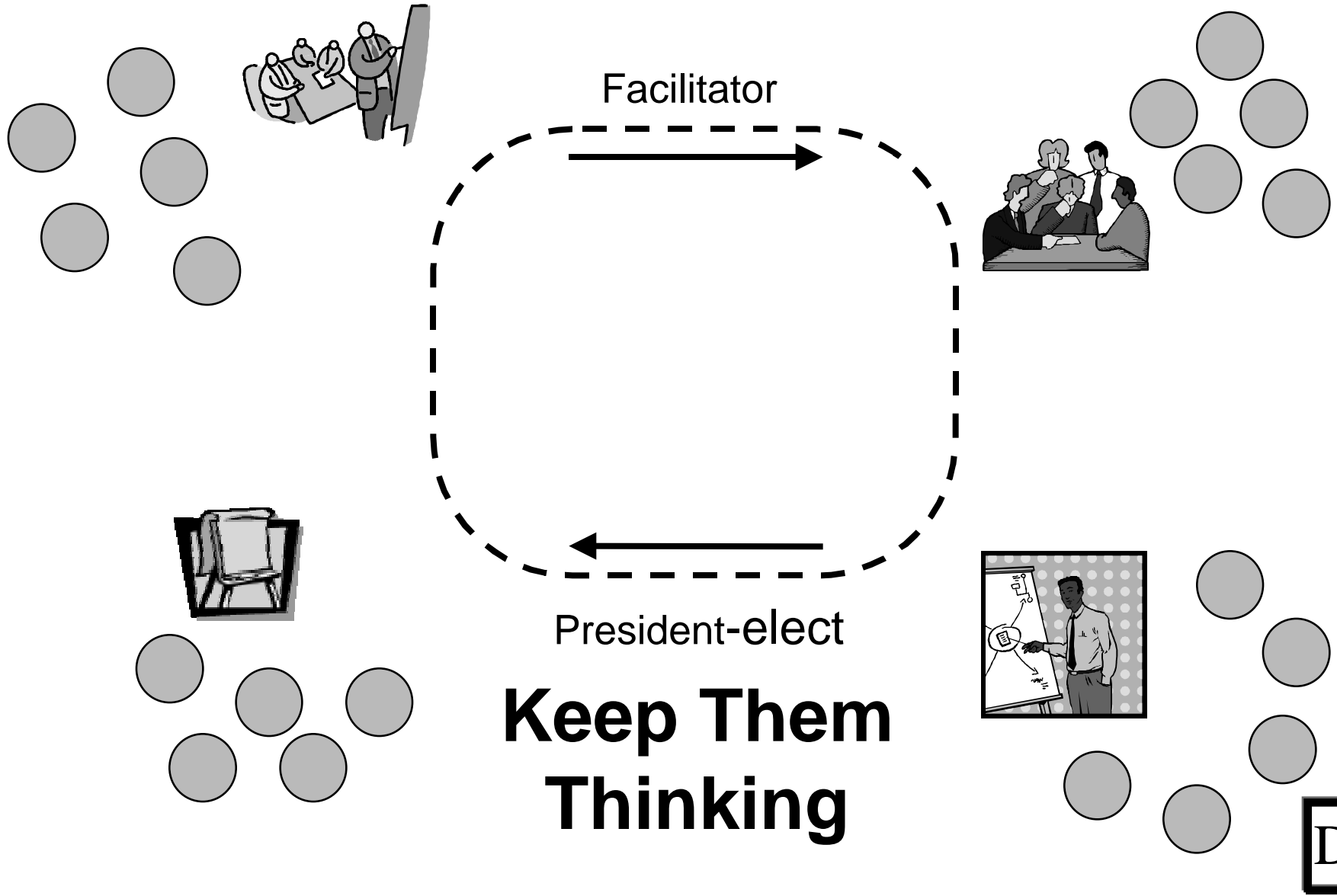
Split Them Up...



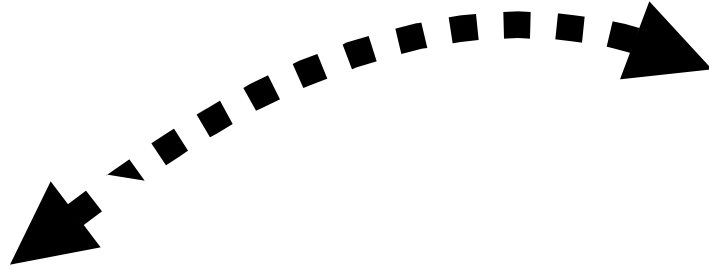
Get Them Talking

DS

Split Them Up...

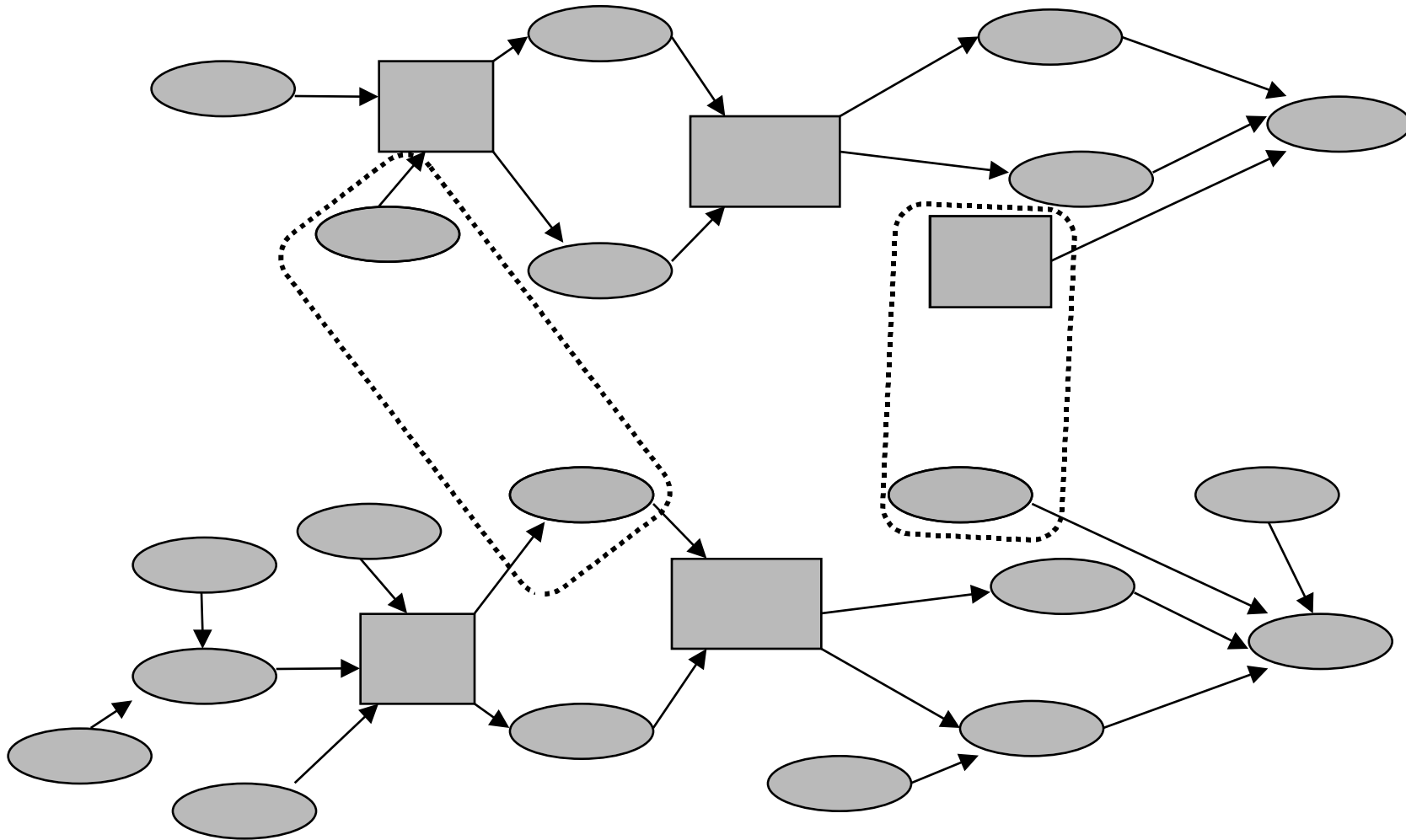


Publications and Education “Influence Diagram”



Products

Identify Influence Overlap



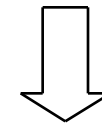
Membership Identified as Critical Factor

- Universal concern
- Altered funding
- Altered product sales

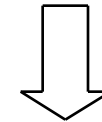
Membership Identified as Critical Factor

- Basic Assumption...

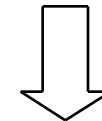
Low Oil Price



Decreased
Employment



Decreased
Membership



Obviously, the ONLY answer is to.....

Fear

Panic

CUT

EVERYTHING!!

Stress

Sleepless Nights

Anxious Days

No work getting done

DS

Scenarios

“Good Times” (Growth)

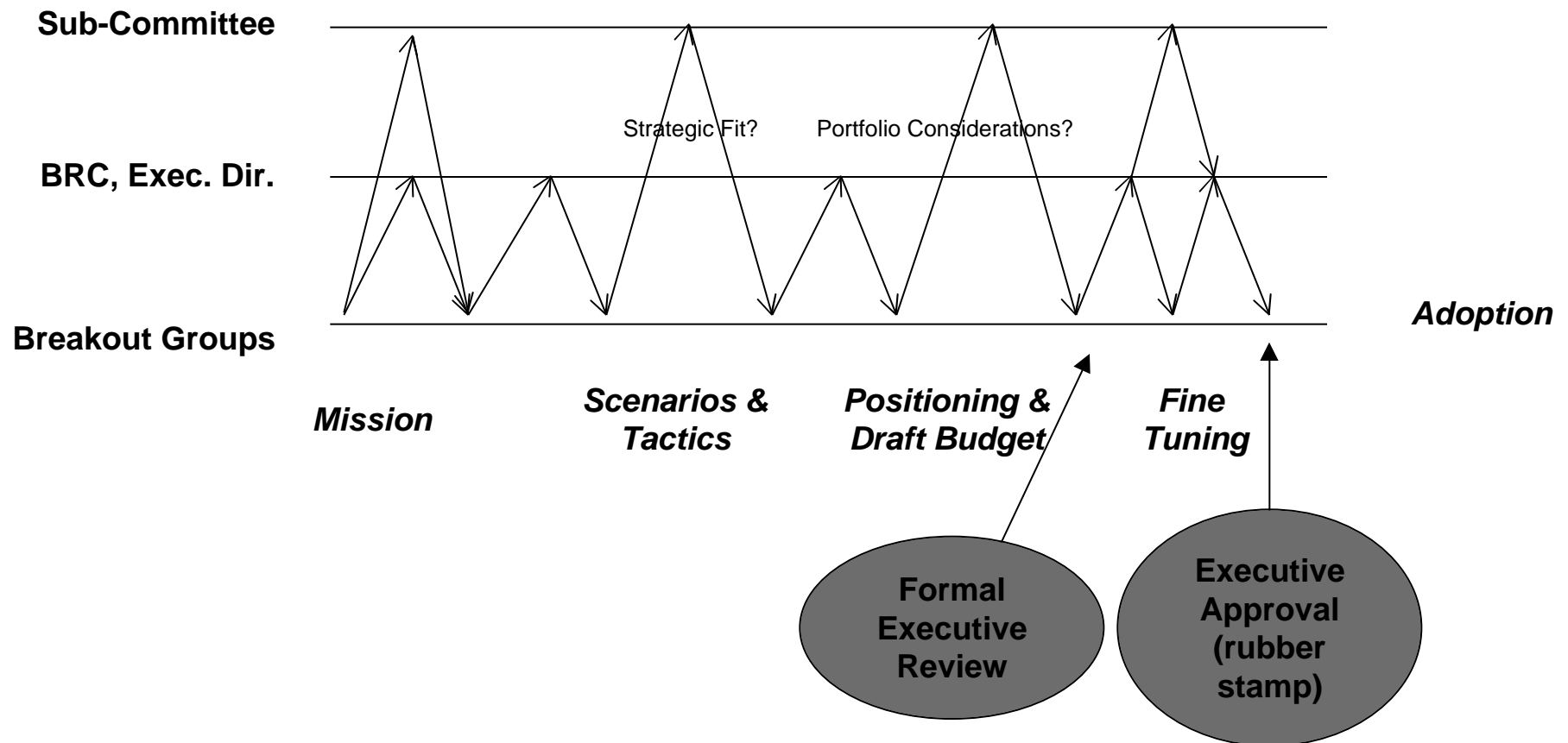
Status Quo

“Bad Times”

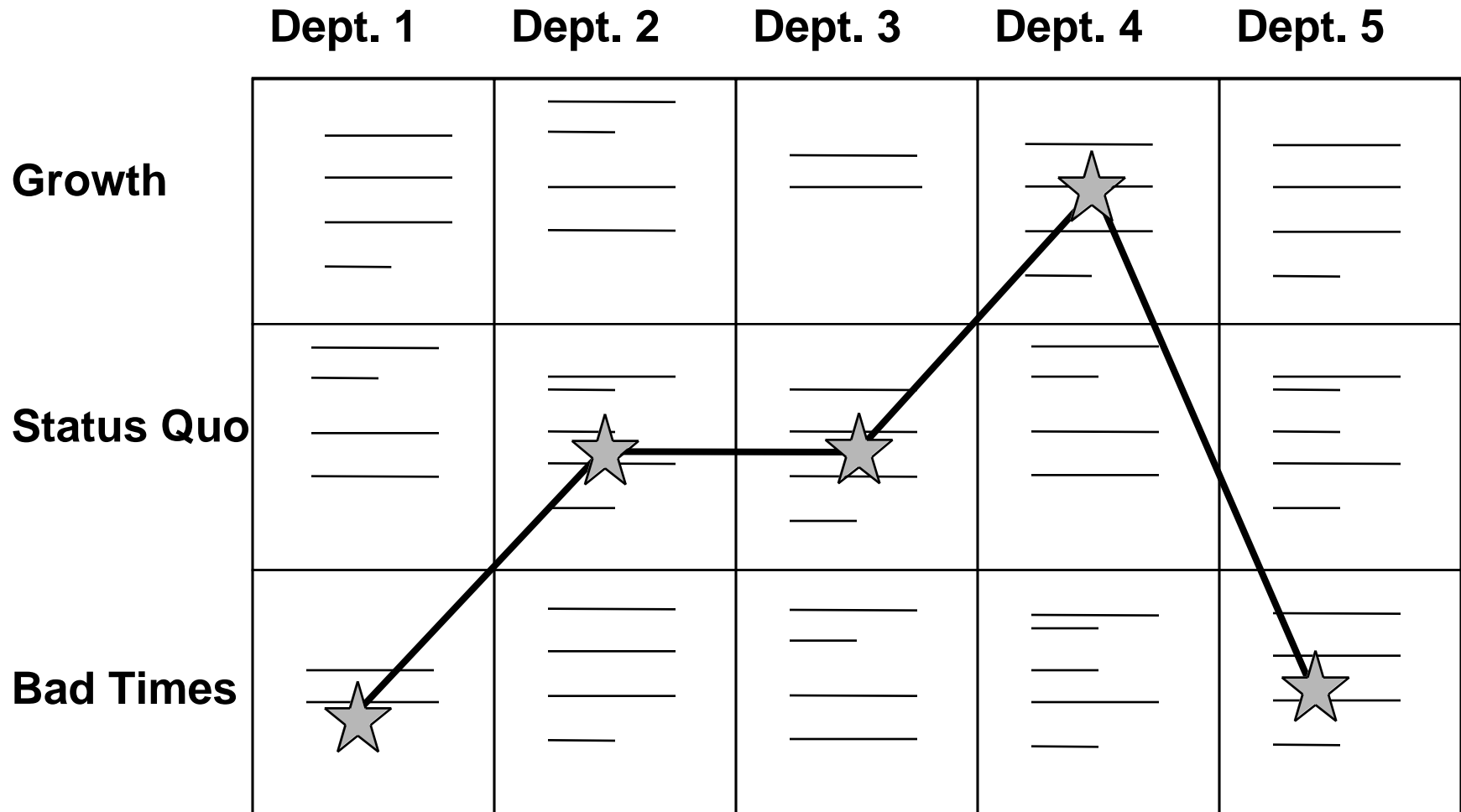
“If I owned the Company”



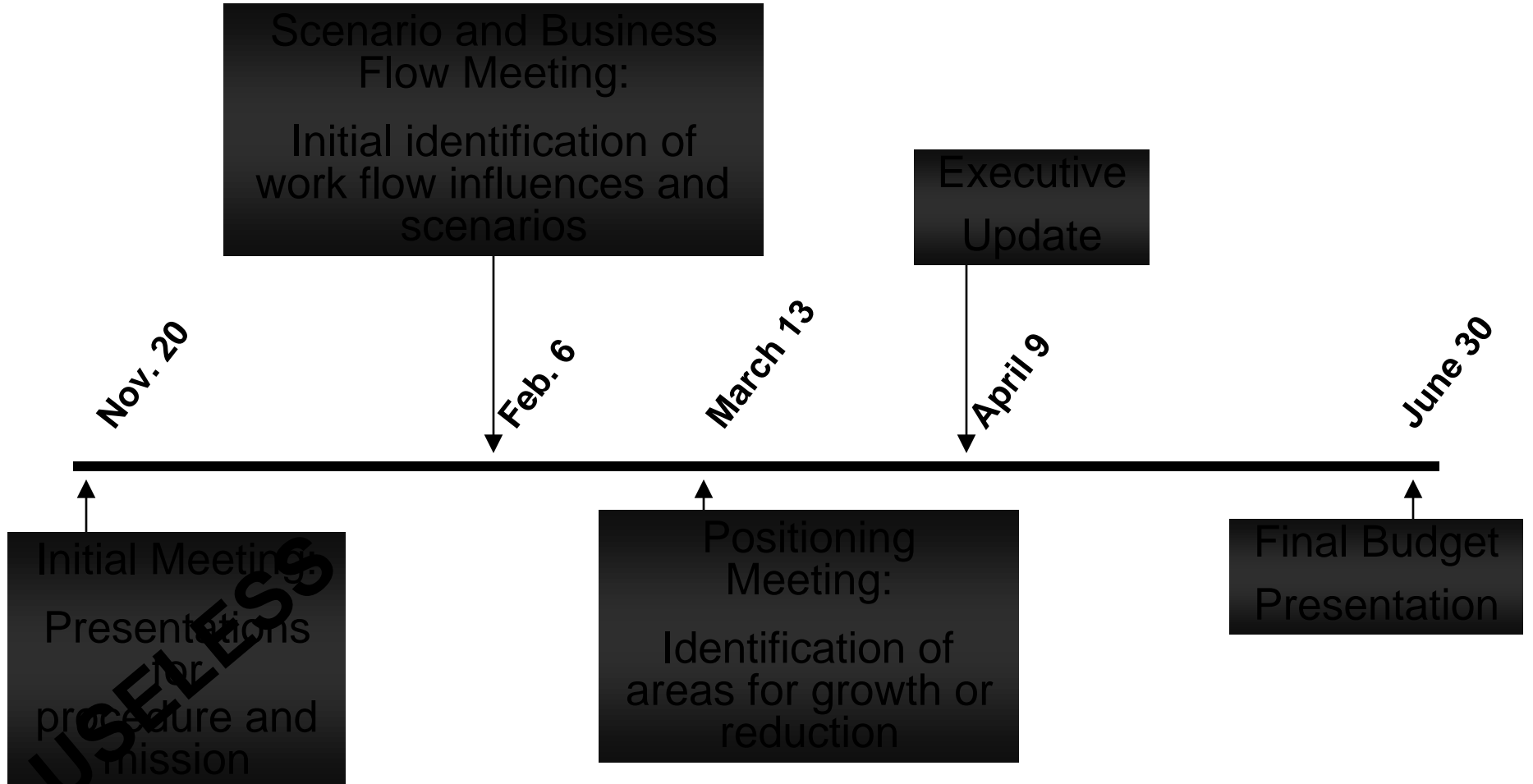
Multi-Level Review



Idealized Strategy Table



Process Time Line



Decision Analysis Allowed Us To...

- Overcome procedural blocks
- Outline work flow patterns and dependencies
 - Establish common ground
- Circumvent ingrained hostility/obstinance
 - Empower managers
 - Create the first “owned” budget
- Achieve participatory strategic alignment

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