Strategy finder

ANALYSIS TOOLS

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Strategyfinder Analysis Tools

Contents

Introduction to Analysis Tools – their use

Most of the analysis tools can be explained in a transparent way to participants, and so used in real-time during a workshop.

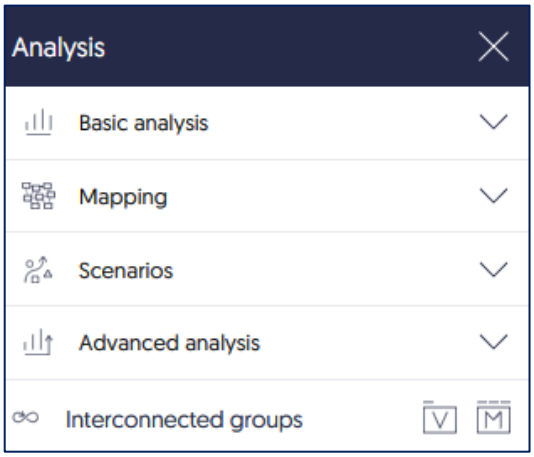
In this manual the layout shows:

- the purpose of an analysis tool is discussed – why it would be used
- what the analysis does
- how to do the analysis

Section 1: The Analysis Menu – a summary of the tools

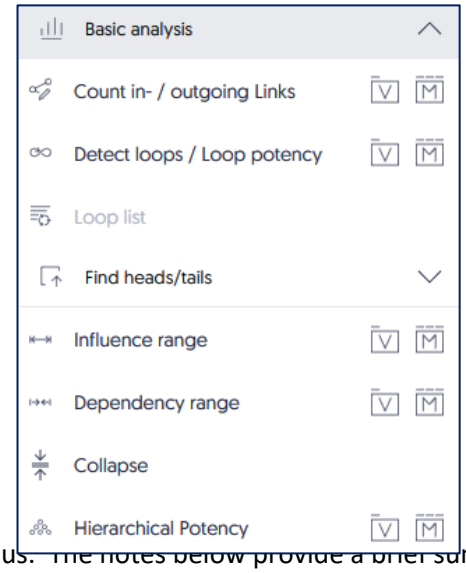
Click  for the analysis menu

The analysis menu is separated into sub-sections:



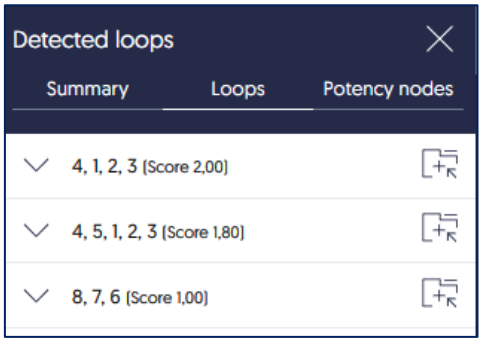
For most analyses there is an option to undertake the analysis on the current view, or on the whole model  .

Basic Analysis - summary:



Most of the basic analyses are obvious. The notes below provide a brief summary of those less obvious. A more detailed descriptions later in this manual.

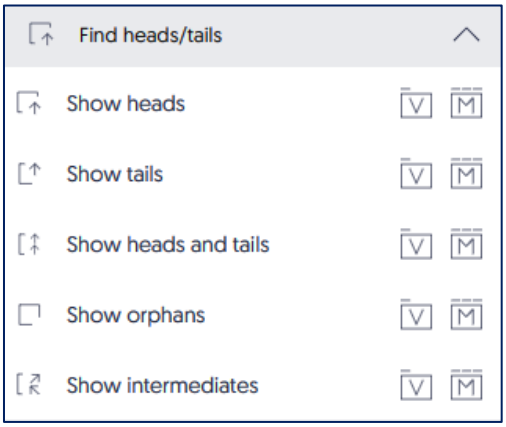
Detect loops/ Loop potency: finds feedback loops and provides the most potent loop statements – those statements in the most loops, and most potent loops. Note that by selecting a loop it is then possible to display the loop in a new view (the icon at the right with the +).



The report shows a summary, the loops (each can be expanded using the down chevron): after expansion the statements in the loop are shown as selected on the map (red dashed borders) and also the relative potency of each loop (see below for more detail), and most potent statements (those statement that are in the most loops).

'Loop list' only shows loops once a loop analysis has been conducted. If the model is changed then the loop analysis will need be redone and so the loop list updates.

'Find Heads/Tails' menu extends:



'Heads' are statement with no out-arrows. **'Tails'** are statement with no in-arrows.

'Orphans' are statements with no ins or outs.

'Intermediates' are those statement that are not heads, or tails, or orphans.

'Influence range': for a selected statement the analysis reveals all statements that are influenced by the selected statement – if the list is expanded using the down chevron then these are shown as selected statements (red dashed border).

'Dependency range': for a selected statement the analysis reveals all statements which influence the selected statement – the 'drivers' of the selected statement and so options for action to change the status of the selected statement.

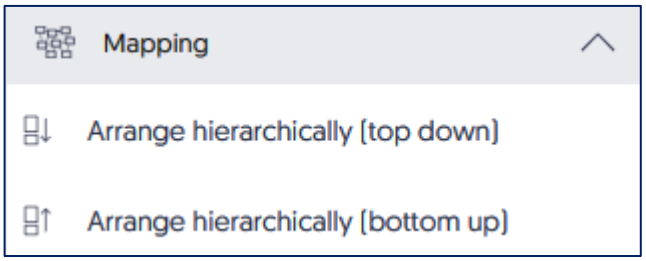
'Collapse' looks for paths between selected statements and shows a single arrow wherever there is a path from one selected statement to another. To undo 'collapse' simply click 'Reset view'  .

The analysis is very useful for providing a summary of key statements in the map (for example summarising the paths between strategies and goals).

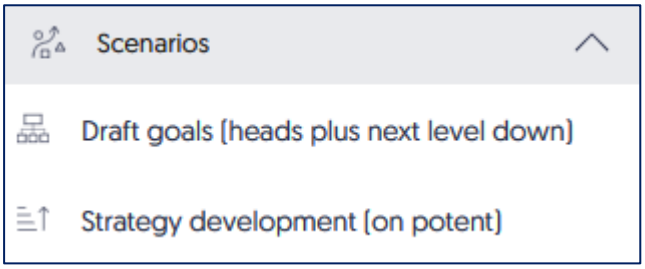
'Hierarchical potency': explores the structure of the map to find those potential action points (options) at the tail of the map that have the greatest impact on a set of selected statements (usually on a selection of 'goals' and/or strategies). A category of statements can be easily selected using the 'Categories' menu and 'Select By Category', thus providing a quick way of selecting all Goals, all Goals and Strategies, or all Strategies. The analysis takes account of the number of alternative paths from an option to the goals, thus exploring the significance of redundancy – where one path may fail there are others that might work.

NOTE: the report will not show statements that are in a simple path of explanations below a reported statement (no branches), as they will score the same as the reported statement.

The *'Mapping'* menu provides a way of focusing on either the consequences or explanations of statement automatically in a new view:



Scenarios:



These two options each automatically produce new views.

'Draft goals [scenario] (heads plus next level down)': helps identify the *goals system.*

Produces a new view with all of the heads (final outcomes for the current whole map) and also shows those statement that impact the heads.

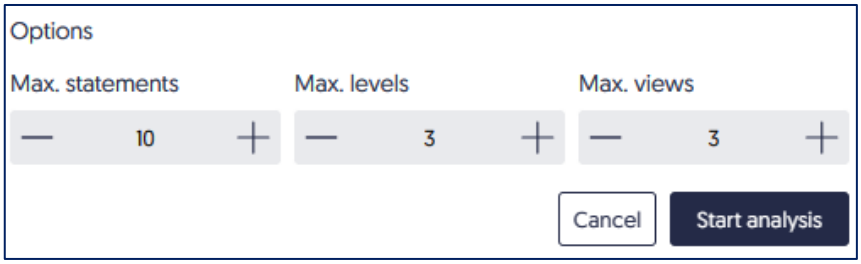
When there are many heads and so possibly also many statements that impact the heads then the maps will need some re-organisation. The best way to do this is to find the heads (using the Find Heads/Tails menu). On the scenario view the Find heads command will grey out all statements that are not heads. Move all of the statements not greyed out (heads) to the top of the view, then 'Reset view' so that all statements show, and re-organise the map into a hierarchy.

The final outcomes are the most likely candidate goals (or negative goals). If they are not goals then the team should ask what these impact (laddering upwards) until goals/negative goals are expressed.

If a head is defined as a goal then it is possible that the statement impacting that goal is also a goal. If a statement at the next level down does get categorised as goal then the team should explore the next level down (2nd level down) and also ask whether that is also a goal, and so on until the goals system is created.

Strategy development [scenarios] (on potent): sets up a series of views where highly potent options for action are shown with their consequences. This is based on a hierarchical potency analysis, and represents a draft. The potency analysis is based on selected statements (see 'Hierarchical Potency') and so the scenarios are based on finding the most potent statements (options) with respect to the selected statements.

The number of scenarios to be shown (Max. views), the size of the scenario (number of statements), number of levels from potent statement can be chosen using the menu (these are targets/approximations and depend on the structure of the map):



The first scenario is developed from the most potent statement, the second from the second most potent, etc.

Strategy development scenarios are designed ONLY to assist the facilitator/leader in preparing views for discussion by the group, and they will usually need checking and developing prior to viewing by the group.

'Interconnected groups': does not need any selected statements. Finds all the statements connected independent of the link's directions. Finds 'islands' – a cluster of statements that are linked but not linked to other statements/clusters in the model.

Advanced Analysis - summary

'Detect strongly connected': statements that can reach each other within the component. A strongly connected component will, therefore, contain at least one loop.

'Closeness centrality': measures the average distance to the other nodes in the network. A statement with high score has shortest distance to all other statements. This is a *centrality measure that is an alternative to counting ins/outs*. It used often when using mapping to undertake social network analysis.

'Betweenness centrality': is a measure of how often a node is a bridge between other nodes. Nodes with high betweenness centrality are often important controllers of power or information. Score increases with the number of shortest paths from each statement to any other statement passing through the statement of interest. Those that are highly central *can change the problem definition significantly – so be sure it and its links are correct.*

'Statement authors': lists all statements and shows the authorship of a statement. The list can be filtered to show by author. This list will not be meaningful unless the settings menu has been ste to 'Show Statement Author on hover'.

Interconnected groups: find 'islands' of statement that are connected but not connected to other islands.

Section 2: Analysis tools: why, what does it do, how to do it

This section provides more detail about some of the less obvious analyses – why they might be used, what the analysis does, and how to do the analysis in *Strategyfinder*.

Detect loops/ Loop potency:

Analysis to find feedback loops, potent loops and potent intervention statements within loops

WHY?

Vicious/Virtuous feedback is the primary focus for mitigation. Feedback is a *dynamic* - it keeps reinforcing itself. Vicious cycles are very common in risk systems and strategy making.

Vicious gets more vicious – so need to kill it or turn it virtuous. Kill it by mitigation that 'deletes' a causality (arrow) or a risk. Turn it virtuous by 'flipping' it – but this is difficult to do.

Virtuous should be exploited – so make it work harder/faster/more robustly.

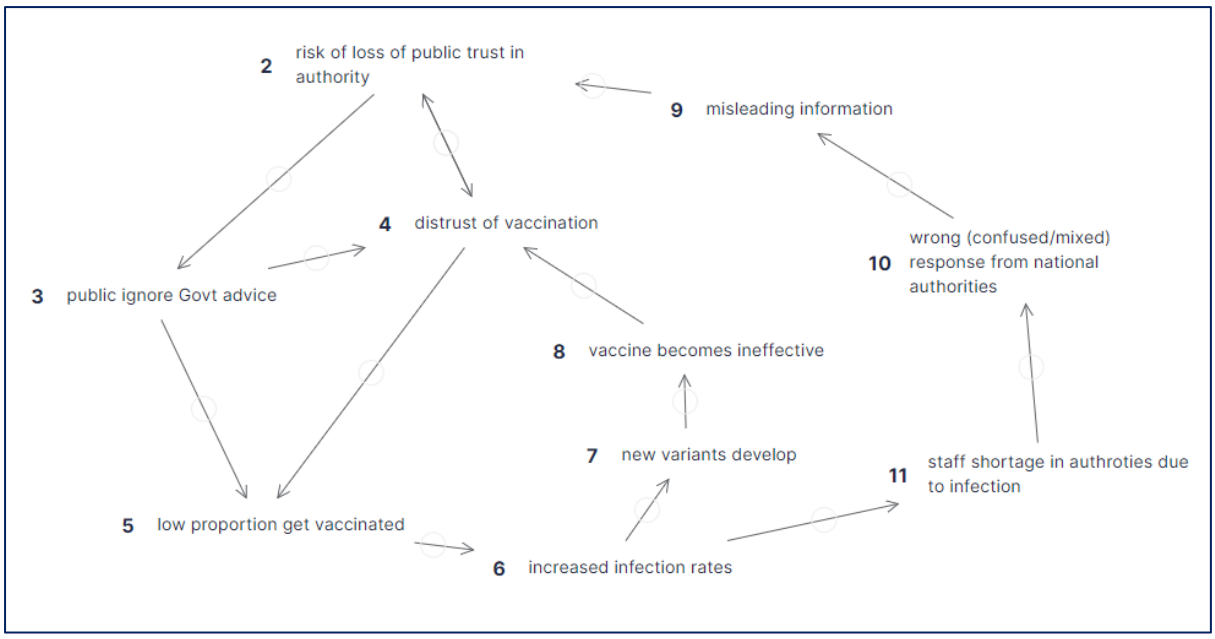
WHAT DOES THE ANALYSIS DO?

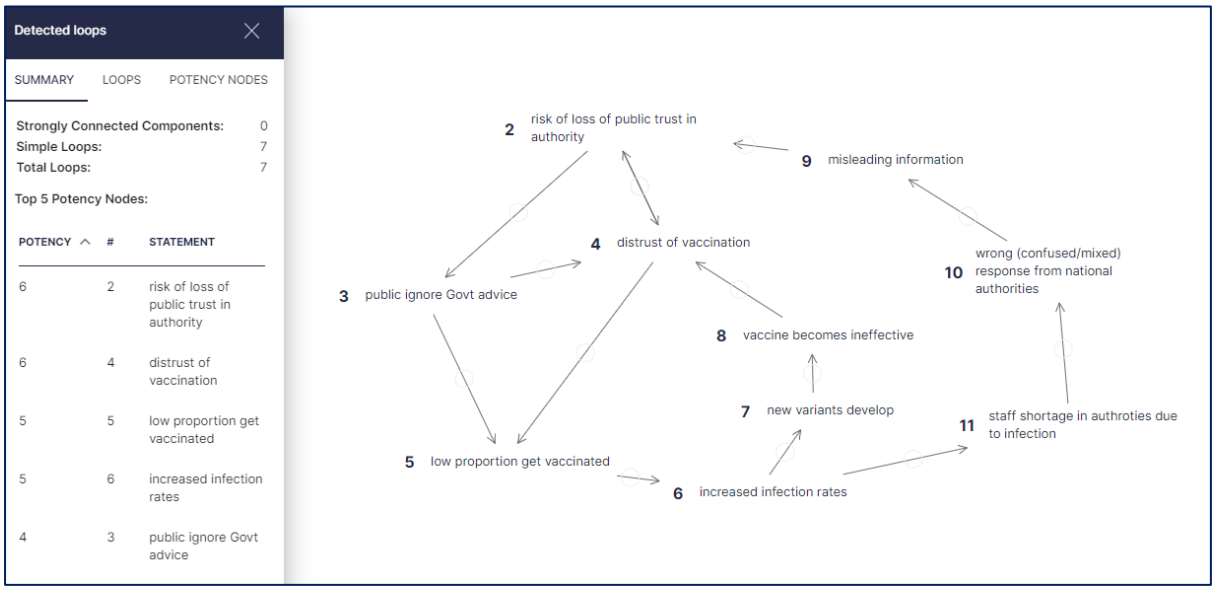
Analysis of loops shows the feedback loops, shows the most potent feedback loop, and shows the most potent statement. Loop Potency here means finding the loop which if 'deleted' through mitigation will have the greatest impact, and the most potent statement is that statement that if 'deleted' would have the greatest impact.

The *potency score for a statement* is calculated as the sum of the loops that the statement is part of (if the statement is a part of a nested loop, which ca contain a single statement multiple times, then the potency score for a duplicate statement is only increased once).

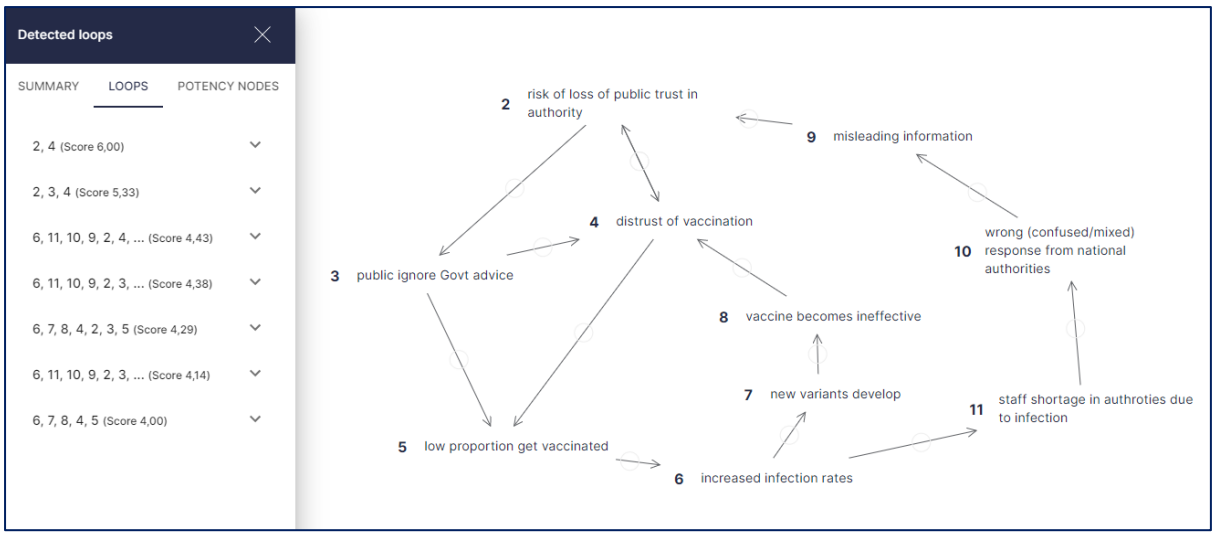
The *potency score for a loop* is calculated as the sum of the potencies for each statement in the loop, and then normalised by averaging the sum by the length of the loop

Example: Consider a real case relating to vaccination during Covid-19

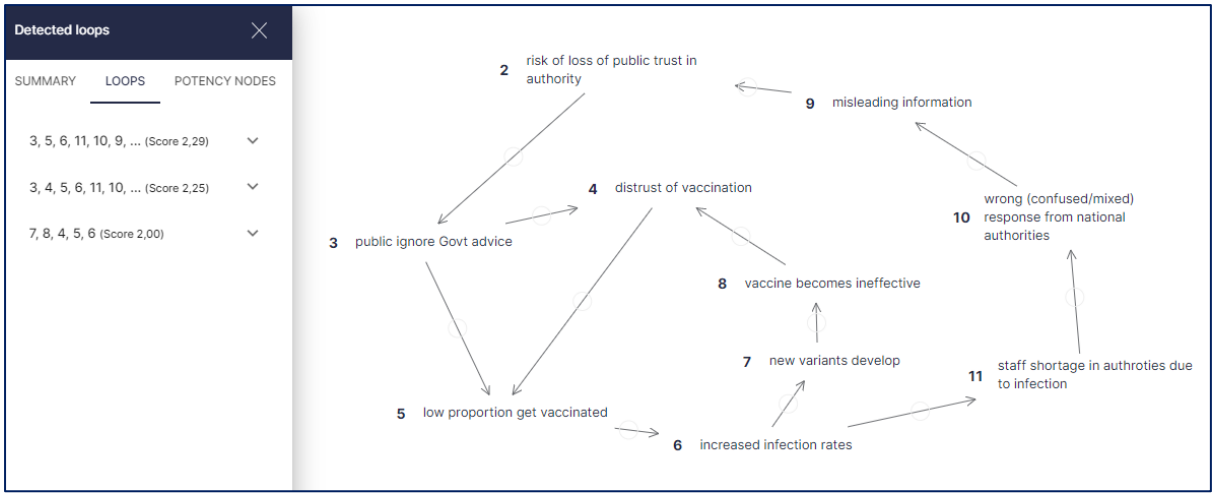




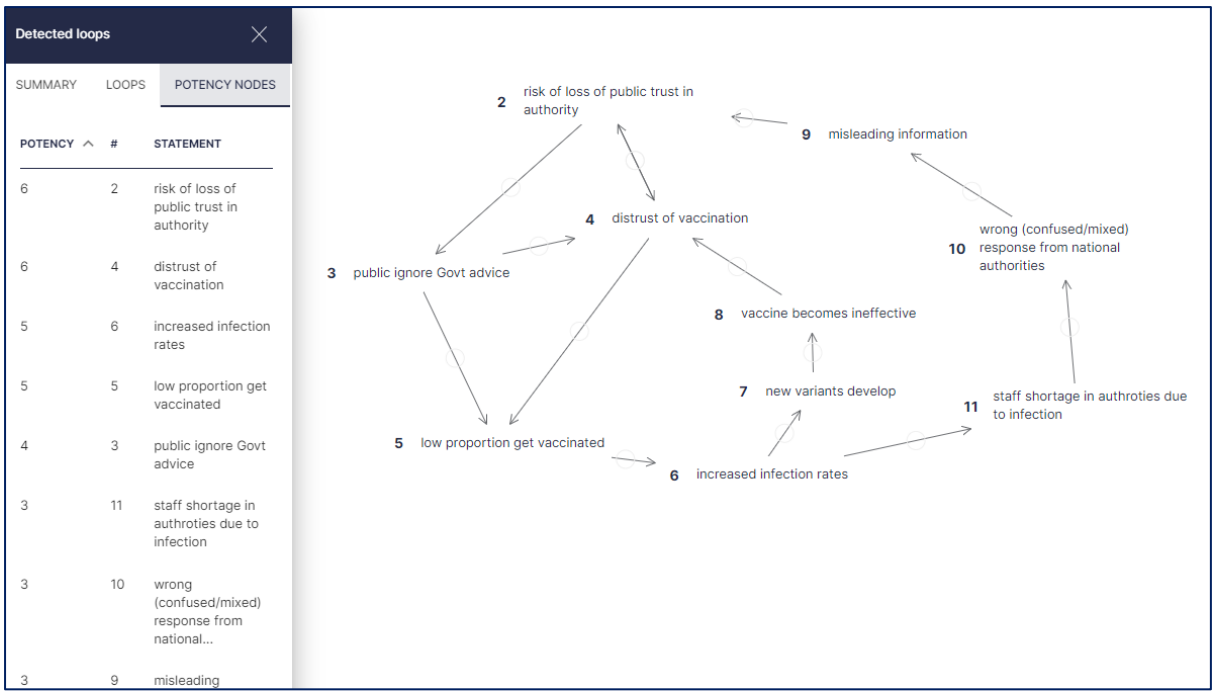
This summary report shows: i) how many loops there are: 7; ii) the top potency nodes (statements). These results can be ordered by clicking on the top of the column.



The loops report lists each loop found and shows a loop score in brackets. The score represents the extent of potency of the loop, where the higher the potency score then the greatest impact will derive from removing that loop – the number of loops found will be reduced by the maximum amount. In the example, if we deleted the loop from 2>4>2 then the number of loops remaining will be reduced to 3 loops from 7.



See above the report after the links between 2 and 4 are removed by strategic action. The number of loops reduces from 7 to 3, and has the maximum impact on the number of loops.



The 'potency nodes' report shows which statement is most potent – that is if strategies were successful in 'deleting' the node then the maximum number of loops would be taken out. Thus strategically 'deleting' statements 4 or 6 has the biggest impact on the number of loops.

In the loops report a loop can be expanded to show the argument that makes the loop. In addition, the icon  will show the loop in a new view/tab.

HOW to do it?

Go to 'Analysis' menu.

Choose 'Detect Loops'.

Choose 'View' or 'Model' depending on whether you want the analysis conducted on the whole model or just the current view that is showing.

The 'Loop list' will only work after a loop analysis has been conducted.

NOTE:

The loop analysis finds what are generally referred to as 'simple loops'. In addition there are 'nested loops' where a loop is allowed to use a link more than once. In the above example there 5 nested loops: one nested loop is 9>2>4>5>6>7>8>4>5>6>11>10>9. In this example the links from 4>5>6 are used twice and the loop 8>4>5>6>7>8>4 is nested within the loop 9>2>4>5>6>11>10>9.

The potency analysis produces the same order if simple or nested loops are used, however the scoring properly accentuates the potency when using simple with nested loops for the analysis. In Strategyfinder we use only simple loops for simplicity and because the loop count can be very large: in our example above there are 12 nested and simple loops as compared to 7 simple loops.

Analysis to find CENTRAL STATEMENTS IN THE NETWORK

WHY?

Statements that are central are usually indicators of important themes/topics that are each at the core of a sub-system within the whole network.

WHAT DOES THE ANALYSIS DO?

1. MEASURE: count of ins. outs and ins&outs

This is the simplest measure of centrality. Counting ins and outs – conducted on either view or model (usually referred to as "degree centrality" where the ins and outs to a statement are "in-degrees" and "out-degrees").

The core measure derives from summing the number of ins and outs. The higher the number of ins and outs then the more central is the statement.

The measure is simple but is typically indicative of centrality in the total network or on the view.

It has the disadvantage that it only counts the immediate context, however there is a high probability that more paths in the network go through these 'central' statements.

HOW to do it?

Go to 'Analysis' menu.

'Count in-/ Outgoing Links'

Choose whether the analysis is to be conducted on the view or the whole model

'Start analysis'

The results table allows choice of outgoings, ingoings, or ins/outs (both ingoing and outgoing)

After this choice then the results can be listed in order of highest or lowest number of links, or by statement number: click on 'LINKS' or 'STATEMENT' until desired list order appears.

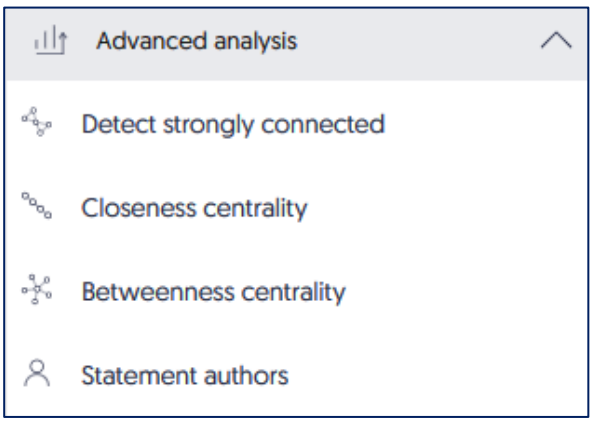
2. MEASURE: closeness centrality

Measures the average distance to the other statements in the network. A statement with high score has shortest distance to all other statements.

This central measure that may be more useful than degree centrality as it accounts for a wider context.

HOW to do it?

Use the advanced analysis menu



3. MEASURE: Betweenness centrality

A measure of how often a statement is a bridge between other statements. the number of shortest paths passing through a given statement. Statements with high betweenness centrality are often important controllers of power or information. Score increases with the number of shortest paths from each statement to any other statement passing through the statement of interest.

The statement with the highest betweenness centrality is not necessarily the statement with the most connections, but the statement with the most connections to others with the most connections. The analysis finds the likelihood that the statement is a bridge between other statements.

Deleting a 'bridge' arrow can change the problem definition significantly – so it is important to be sure the link is valid.

HOW to do it?

Use the advanced analysis menu.

Analysis to find POTENCY OF POTENTIAL INTERVENTIONS

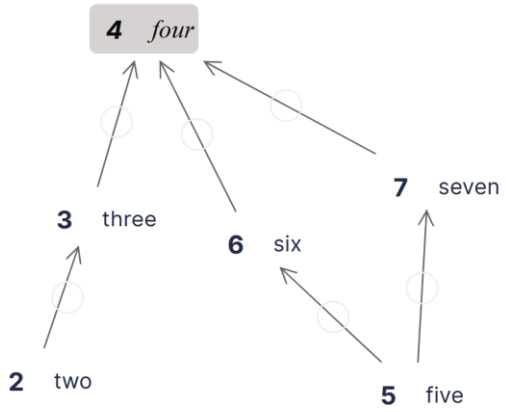
(drivers of goals): Hierarchical potency

WHY?

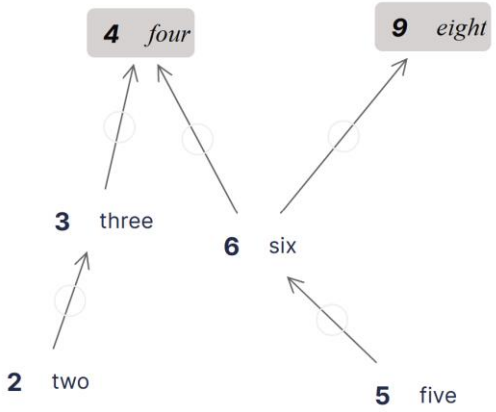
The examples show the principles of hierarchical analysis to find the statements that are the most potent drivers of the goals. In the below examples the goals are shown in grey background.

WHAT DOES THE ANALYSIS DO: examples

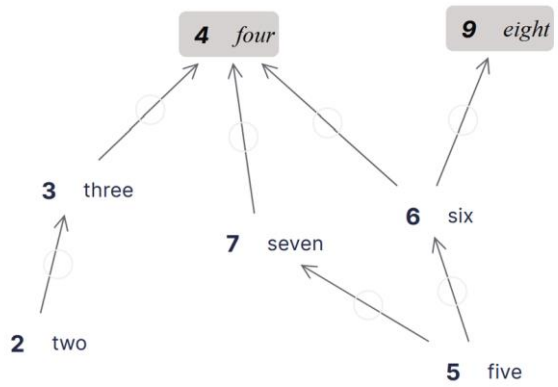
In these examples the selected statements are assumed to be goals – shown in grey background (using the 'Categories' menu and 'Select By Category').



In the above map, option 5 is more potent than option 2, because option 5 is **more robust** – there are 2 routes to the goal (5>7>4 and 5>6>4), and so if one route fails the other is available.

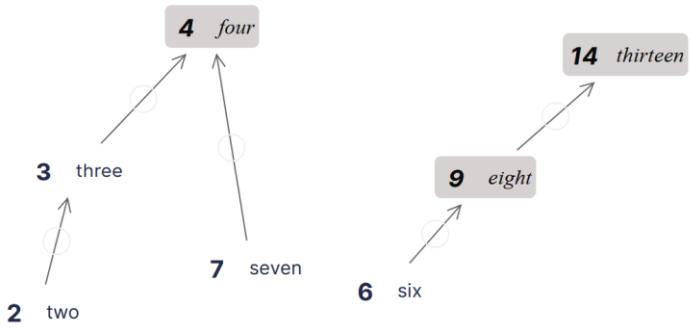


In the above figure, options 5 and 6 are more potent than options 2 and 3, because options 5 and 6 impact 2 goals whereas options 2 and 3 impact 1 goal.

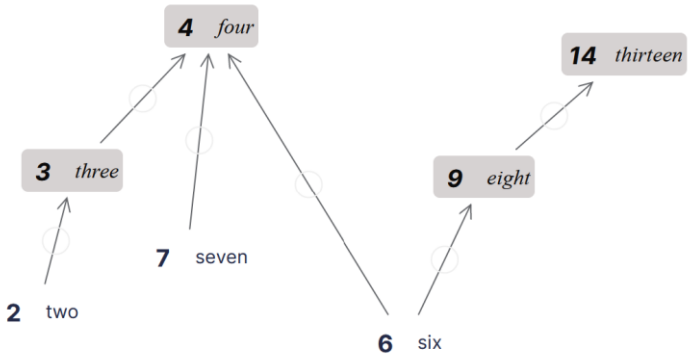


In this map, option 5 is more potent than any other option because it impacts 2 goals and is robust with respect to goal 4.

Hierarchical potency when the goals are an hierarchical network/system:



In the above figure, option 6 is more potent because it impacts 2 goals, whereas option 2,3,7 impact 1 goal.



Similarly, here option 6 is more potent because impacts goals 4,9,14 whereas 2 impacts 3,4.

The Impact of Loops on Hierarchical Potency

Are treated as if a single statement because any statement in the loop has the same consequences.

HOW TO DO IT?

Select the statements to be used to do the analysis. Most often these will be Goals, Strategies, or Goals and Strategies. If selecting categories then use the 'Categories' menu and 'Select By Category'. Multiple categories can be selected this way.

Alternatively simply select those statement to be used for the analysis. In this way, for example, a sub-set of a category set can be selected.

Go to 'Basic Analysis' menu and select 'Hierarchical Potency' and select whether the analysis is to be on the view or on the whole model.

NOTE: see Hierarchical Potency Analysis method – see Appendix 1

Analysis to find what is influenced by a statement(s): Influence Range

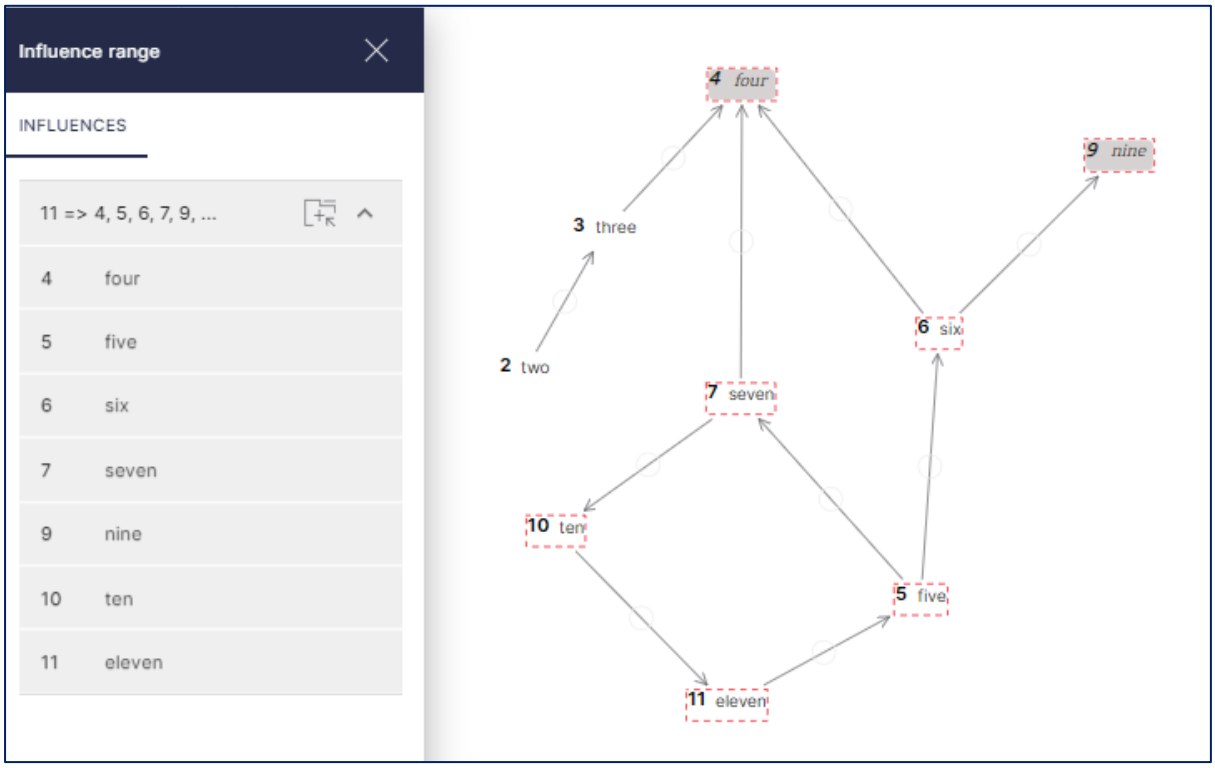
WHY?

It is useful to be able show all of the statements that are impacted/influenced by a chosen statement.

WHAT DOES THE ANALYSIS DO:

Finds all of the others statements in the model or the view that a selected statement9s) influence.

In this simple example statement 7 was selected for analysis and Influence Range selected from the Basic Analysis menu. The results show as selected statements all those influenced by statement 7.



HOW TO DO IT?

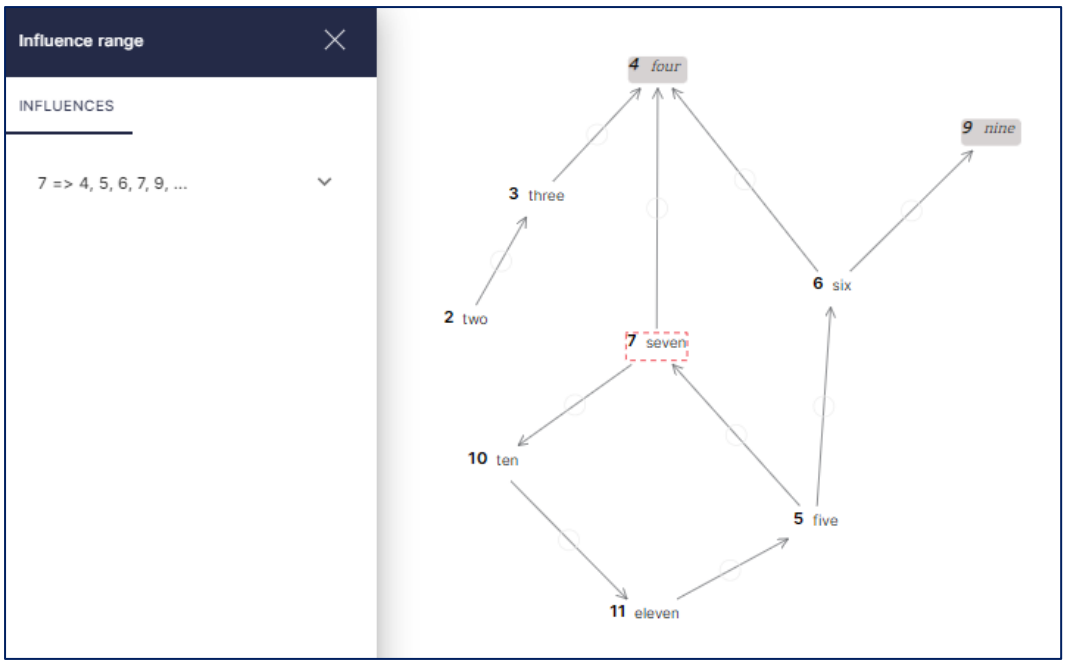
Select the statement(s) of interest: click a statement and a red box appears around it, if more than one statement is of interest then hold the shift key and select the other chosen statements.

Go to the 'Basic Analysis' menu.

Select 'Influence Range'

Choose whether the analysis is to be conducted on the current view or the whole model (icons):

Initial Results show as:



By clicking on the down chevron, the list of statements is expanded, and the statements influenced are show as selected (as well as the original selections), as shown in the WHAT DOES THE ANALYSIS DO example.

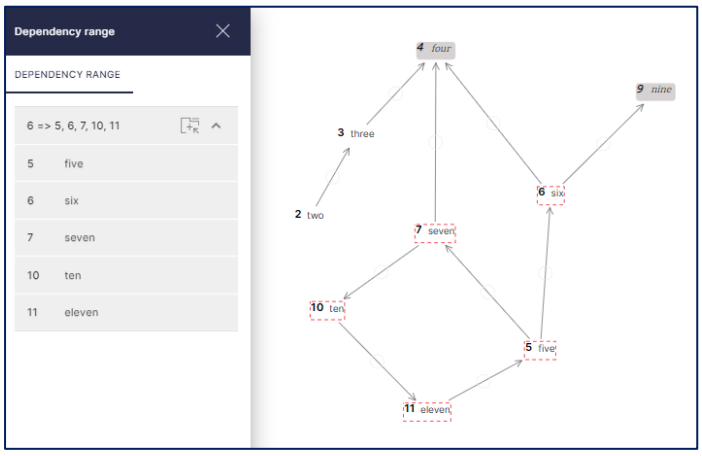
Analysis to find what a statement(s) depend upon: Dependency Range

WHY?

It is useful to be able show all of the statements that any particular statement(s) is impacted/influenced by/dependent upon.

WHAT DOES THE ANALYSIS DO:

It is the reverse of influence range, and, using the above example, statement 6 is selected for analysis and Dependency Range selected from the Basic Analysis menu. The results show as selected statements all those statements that statement 6 is dependent upon:



HOW TO DO IT?

Follow the same procedure as for Influence Range.

Analysis to Develop Scenarios/Sub-systems

Analysis to find a *Goals System* – Draft goals

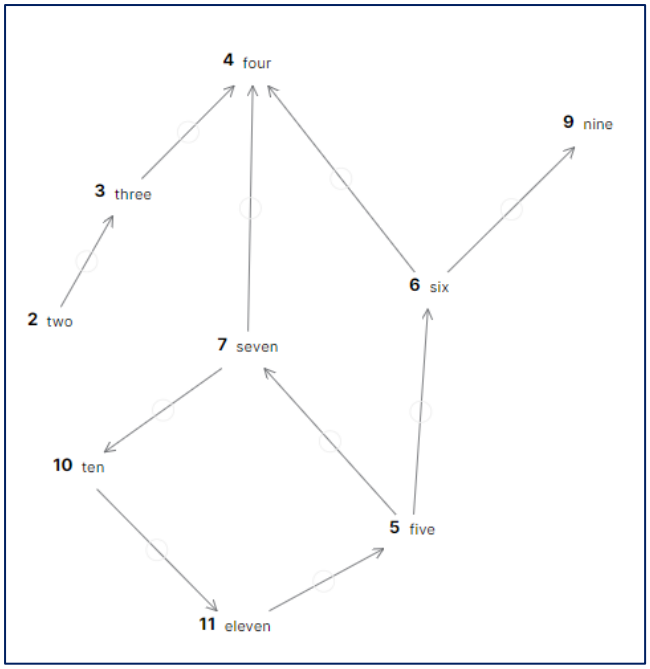
WHY?

At any time during a workshop it is important for a team to be clear about the goals they are seeking to achieve through the agreed actions. Often goals are expressed negatively (what to avoid) – particularly when undertaking a systemic risk management session.

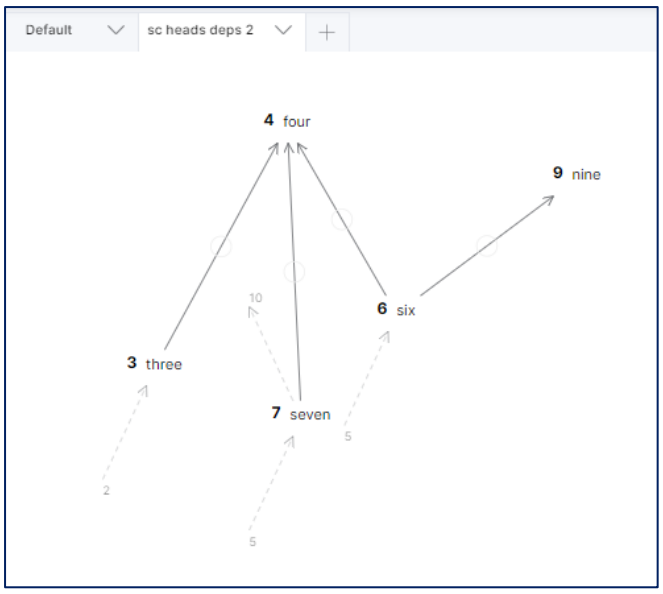
The best approximation to goals will always be, at least, the final outcomes – those statement with no out-arrows. However, it may be that these are not goals and that the consequences of these outcomes will be goals, and they have not yet been expressed.

To help in the development of the goals system this analysis automatically sets out, on a new view, all of the 'heads' (with no out-arrows) and also one level down from these (the first level of influences). This will be the best draft of the goals and it can be discussed with the team and the goals developed and categorised.

Thus, in the map below (shown earlier):



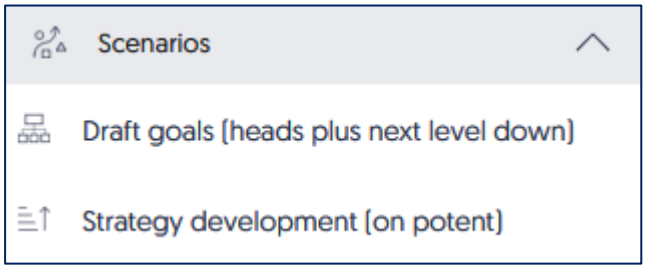
the outcome of the analysis will be to automatically produce the following view:



HOW TO DO IT?

Simply select ‘Scenarios’ from the analysis menu

Choose ‘Draft goals (heads plus next level down)



Analysis to show *Strategy Development* Scenarios (SUB-SYSTEMS)

WHY?

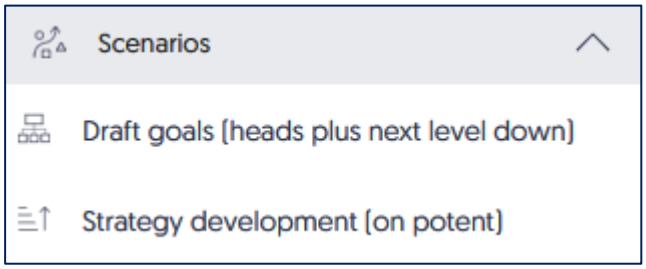
Strategy development usually focuses first of the most potent options – those that can impact the most goals and in ways that allow for redundancy (failure in some paths to the goals but leaving others able to work).

This analysis uses **Hierarchical Potency** to find the potent options and then automatically produces a series of views where the highly potent option is shown with its consequences/influences. Thus it is similar to a two-step process of finding potent options with **Hierarchical Potency** and then using **Influence Range**.

The analysis provides a first draft of views that can be a focus for the group as they seek to develop strategies/actions.

HOW TO DO IT?

Choose 'Strategy development (on potent) from the Scenarios menu.



Analysis to *Collapse* the model to focus on key statements

WHY?

It is often useful to see a summary of key parts of the model, where only selected statements appear and paths between them are summarised.

Collapsing is particularly useful to look at a summary of agreements: for example, agreed actions, strategies and goals.

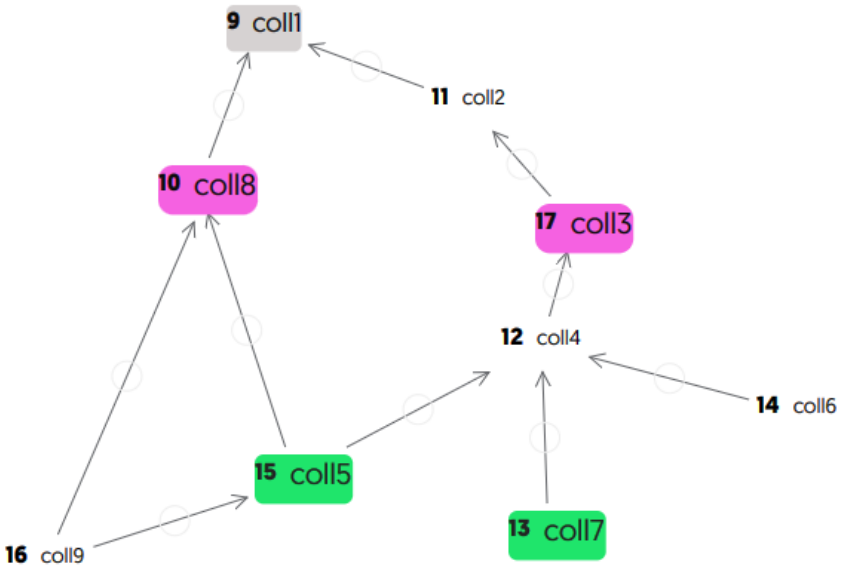
The links on a collapsed map now show that there is at least one path of links/arrows between the statements.

WHAT DOES THE ANALYSIS DO and HOW to do it: example

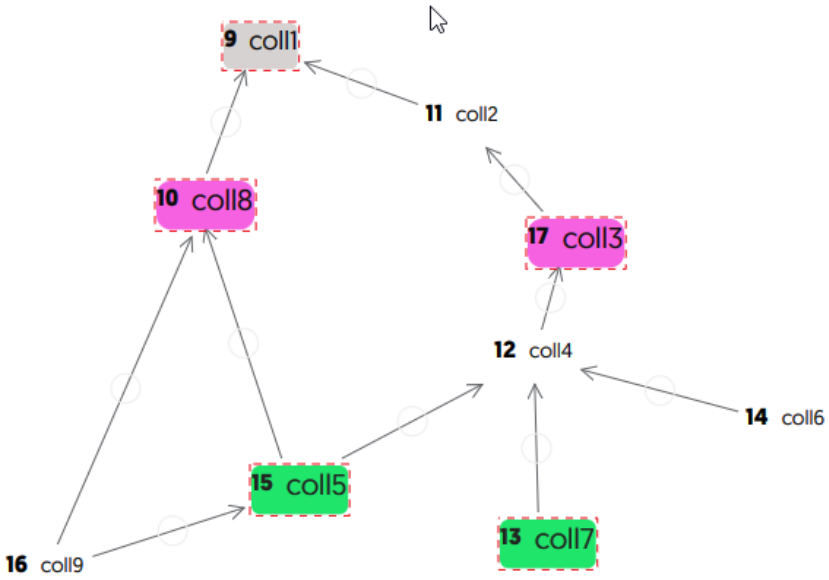
NOTE that collapse may not work when there several hundred/thousand feedback loops (as the browser cannot cope with the many calculations).

Consider the below simple map, where there is a single goal (#9), two agreed strategies (#10,#17), and two agreed actions (#15,#13).

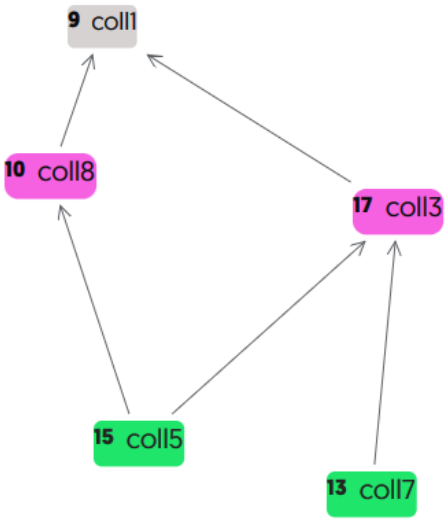
A summary of the agreements is required and so the statements to be included in the summary are selected (either by i) manually clicking on each statement in turn with the shift key held down, or ii) by using the 'select by category' option in the 'categories' menu):



Selected statements (with dashed red surround):



Next the ‘collapse’ option is selected from the ‘mapping’ menu, or the ‘analysis’ menu. The results will be:



To return to the full map view use ‘Reset view’ from the top icons 

CATALOGUE
STRATEGYFINDER MANUALS AND GUIDES

MANAGING THE SOFTWARE PLATFORM

Strategyfinder CASE EXAMPLE - TEAM SOLUTION FINDING
ISBN 978-3-903556-15-7

Shows how a real 45min workshop unfolded to enable the group to develop a consensus around a portfolio of actions. Worth looking at before reading other manuals.

Strategyfinder - GETTING STARTED
ISBN 978-3-903556-01-0

This is the best manual *when using sf for the first time*. It takes you through a single user brainstorming session: including entering statements, linking them, using categories, and some simple but useful analyses.

Strategyfinder – THE BASICS
ISBN 978-3-903556-02-7

Introduces Strategyfinder: functionality, analytical capabilities, main strengths. Goes through what all the icons do: settings, entering statements and links; categorising statements; evaluations – rating and preferencing; analysis; managing views; archiving, synchronisation and export/import.

Strategyfinder –EVALUATION RATING AND PREFERENCING
ISBN 978-3-903556-06-5

An important and very useful feature of Strategyfinder is the ability use two different types of evaluations: rating and preferencing. These enable all participants to evaluate statements in a variety of ways and for the facilitator/leader to gain a sense of the degree of consensus within the group. This manual provides detail of how-to setup rating and preferencing evaluations.

Strategyfinder – GUIDE - GETTING STARTED: PARTICIPANT ACCESS
ISBN 978-3-903556-17-1

Describes the different ways of giving participants (and others) access to a Strategyfinder model.

Strategyfinder – ANALYSIS TOOLS
ISBN 978-3-903556-03-4

Introduces all the analysis tools available, with examples.

Strategyfinder – BACKGROUND THEORIES, RESEARCH AND CONCEPTS
ISBN 978-3-903556-00-3

Presents the background, research, and concepts to the development of Strategyfinder and the associated methods over the past 40 years. The methods have been in use in a wide range of organisations across the world for several decades and these experiences have provided an important research base for the development of the software and methods.

STRATEGYFINDER PRIMARY USES - METHODS

SYSTEMIC RISK MANAGEMENT

Strategyfinder tool and method is the only known way of acknowledging risk as a system of interconnected risks. The method has been particularly successful in major project risk management and pandemic risk management, as well as many other messy risk situations.

Strategyfinder - METHOD - SYSTEMIC RISK ASSESSMENT AND MANAGEMENT SUMMARY
ISBN 978-3-903556-11-9

Capturing risks and showing causal links models a risk system. This manual shows, in summary, the process for constructing the model of the risk system and developing effective risk mitigation strategies and action programmes.

Strategyfinder - METHOD - SYSTEMIC RISK DETAIL
ISBN 978-3-903556-07-2

Shows, as a step-by-step guide, all stages of the process for constructing the model of the risk system, conducting appropriate analyses of the system, and developing effective risk mitigation strategies and action programmes.

STRATEGIC MANAGEMENT

These set of manuals show different aspects strategy making. Each method can be used independently of others, however together they work a portfolio of highly important parts of strategic thinking and strategic management.

Strategyfinder – METHOD - TEAM STRATEGY FINDING SUMMARY
ISBN 978-3-903556-10-2

Strategic management needs to be practical and capable of implementation. Thus, it must address the key issues the organisation faces in creating strategic success. This method has been used extensively by top management teams in many countries and many industries in public/not-for-profit organisations as well private/for-profit companies. It is based on a series of 4 half day workshops with the members of the management team connected to Strategyfinder from the own chosen location.

Strategyfinder – METHOD - TEAM STRATEGY FINDING DETAIL
ISBN 978-3-903556-09-6

Shows, as a step-by-step guide, all stages of the process for strategy development and the creation of agreed strategies and action programmes.

Strategyfinder – METHOD - DISCOVERING AND EXPLOITING COMPETITIVE ADVANTAGE
ISBN 978-3-903556-12-6

Competitive advantage is known to follow from exploiting distinctiveness, and distinctiveness comes from understanding and exploring the network of distinctive competences and distinctive assets. This method shows how to discover and explore distinctiveness and so develop effective strategies to exploit and develop competitive advantage. The method has been used not only in the commercial sector but also the public sector (including police forces, health service, etc).

Strategyfinder – METHOD - STAKEHOLDER MANAGEMENT
ISBN 978-3-903556-08-9

A crucial part of any effective strategy or problem solution is understanding the responses of key stakeholders and developing strategies the manage them. Stakeholders are often a social and influence networks with various levels of power and interest in managing their own responses to your strategies and solutions. This method uniquely helps develop effective stakeholder management.

There also brief manuals available for using Strategyfinder to help manage strategy delivery and monitor progress, and also some effective ways of presenting an agreed Strategyfinder strategy. In addition, organisations often favour starting strategy making with a SWOT analysis – Strategyfinder is very effective at moving a SWOT analysis to strategy development. These guides/documents are available on request.

TEAM SOLUTION FINDING – MANAGING MESSY AND COMPLEX PROBLEMS

Strategyfinder – METHOD - TEAM SOLUTION FINDING
ISBN 978-3-903556-13-3

Many, if not most, organisational problems are a system of interacting issues that have soft as well as mathematical relationships. This method enables the 'owners' of the problem, as well as possible experts able to help suggest solutions, to get together to understand the systemic nature of the problem and so develop an effective and practical solution. Significantly the participants need not be in the same location and are able to bring together a team perspective and to co-create a jointly owned systems view. With this method and Strategyfinder there deliberations can be fast and highly productive (see the example real case: 'Strategyfinder – a real case example of team solution finding in 45min).

The Strategyfinder 10min video shows how a manager was able to get the views of his team, without the need for a meeting, prior to attending an important meeting (see YouTube "Strategyfinder Briefing Workshop@).

When analysts address problems by constructing mathematical models or simulation models it is crucial they understand the nature of the problem as seen by those who will have the responsibility to implement any solution. This method enables analysts to undertake fast problem construction with the client group. (24pp)

The manual assumes familiarity with Strategyfinder – the getting started manuals.

OTHER TRIED AND TESTED USES FOR STRATEGYFINDER

Strategyfinder – REVERSE ENGINEERING TEXT INTO A STRATEGY MAP
ISBN 978-3-903556-23-2

Reverse engineering a published mission statement/strategy statement can provide a good to revisiting strategy development. It can also 'test' a mission/vision statement for thoroughness and logic. This method helps gain clarity in understanding a report/documents(s). The manual illustrates the process using a published mission statement and provides a set of 'rules' for reverse engineering.

Strategyfinder – ESTIMATION USING AN ADAPTED DELPHI TECHNIQUE
ISBN 978-3-903556-14-0

A range of experts in the estimating topic produce independent estimates of the likely cost of a new and probably complex project (using the rating facility in Strategyfinder), they then explain the key factors that impacted their estimate (using the 'blind gather' facility in Strategyfinder), everyone now re-estimates in the light of knowing these factors, and the process is repeated until the range of the estimates gets smaller and the average and median moves to what can then be regarded as the best estimate. An important outcome is a range of possible risk factors and factors crucial when undertaking the traditional estimating.

Strategyfinder – METHOD - BRAINSTORMING ISBN 978-3-903556-04-1

Brainstorming can easily be done using 'sticky-labels' on a wall, however using Strategyfinder can offer benefits of i) anonymity and so opening up possible ideas that would not surface otherwise, ii) show causal, or other, connections between ideas, and so iii) analyse the structure the inter-related ideas, iv) use categories to help see different characteristics of ideas, v) undertake anonymous evaluations of the ideas against a variety of criteria. This manual describes a simple process for doing brainstorming.

Focus Groups

The Team Solution Finding and Team Strategy Finding methods each provide a basis for fast and highly effective focus group work. With Strategyfinder, participants in the focus group can be located anywhere with an internet connection. The early stages of these methods offer little more than other 'whiteboard' software. However, Strategyfinder allows for causally connecting statements from participants, and most importantly both during and after a focus group workshop the material can be analysed in a variety of ways.

In addition, the methods allow for the focus group to go beyond expressing view and the linkages. The group can be facilitated to providing their own agreed solutions.

FACILITATOR GUIDES

Strategyfinder – GUIDE - MULTI-ORGANISATION COLLABORATION GUIDE
ISBN 978-3-903556-16-4

Based on extensive experience, the guide introduces a range of issues to pay attention to if using Strategyfinder for Multi-Organisation Collaboration when faced with messy problems, or the need to construct a joint strategy, when an input from a collaborative multi-organisation group is required.

The Strategyfinder Team Solution Finding and Team Strategy Finding methods are particularly effective for addressing 'Grand Challenges' and 'Future Shocks'. These require commitment from many organisations agreeing to work together. Many features of Strategyfinder methods help: high group productivity, anonymity when appropriate, able to explore degree of consensus on potential agreements, and participants can join from their own organisational location.

Eden, C., Paulsen, S., Gonzalez, J. 2024. Breaking the Cycle in Norway. In Resilience in Action. IBM Institute for Business Value (accessible from IBM web site) provides a brief summary of multi-organisational collaboration in Norway. And, Ackermann, F. 2024. Managing grand challenges: Extending the scope of problem structuring methods and behavioural operational research European Journal of Operational Research 319, (2), 373-383 discusses some of the issues.

Strategyfinder - GUIDE - IDENTIFY AN OPTIMUM GROUP OF PARTICIPANTS
ISBN 978-3-903556-05-8

Getting together an optimum group of participants is important for all strategy, risk, solution finding workshops. Ensuring both an adequate range of expertise is represented and crucial power-brokers (implementers) are present is crucial. This guide uses Strategyfinder to help with the identification of the best group of participants and helps with getting the group size to a reasonable level.

Strategyfinder – GUIDE - FACILITATION NOTES
ISBN 978-3-903556-22-5

This guide provides a set of notes about the role of a facilitator/leader/manager when using Strategyfinder. A workshop checklist is provided. The guide also includes suggested further reading.

THE STRATEGYFINDER WEBSITE

https://www.Strategyfinder.com

The web site provides a variety of video support.

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