

# Strategic Management & Leadership System™

## Analysis, Planning, and Decision-Making Tools and Resources

The management tools and resources listed below can be used to improve the practical application of knowledge management concepts and practices, learning organization concepts and practices, general management concepts and practices, and management and organization development concepts and practices—all within a strategic planning context.

### Checklist Tools (and Analytic Outputs)

The following checklist tools are used to perform very detailed “**Zero-base (Meta-)Systems Analyses**” (ZBSAs)—i.e., “**from scratch**” and **more improvement- than problem-oriented analyses**—within the context of a strategic planning process. Their use results in the development of both **qualitative** and **diagrammatic knowledge bases**, which we firmly believe help maximize organizational learning (like a “**learning organization on steroids**”). We have used these tools to facilitate strategic analysis, planning, and decision-making processes that are computer-assisted from beginning to end.

### Managerial, Leadership, and Organizational Behavior

- A. 74-page, 6-level spreadsheet (outline/checklist) **Index of Major Socio-Technical/Cultural Factors** that influence motivation, attitudes, behavior, interactions, and performance within an organization. This index is essentially an organizational behavior taxonomy or a Dewey Decimal System type of categorization of socio-technical or cultural factors. It is like having an “**organizational behavior expert on a disk**.” When filled in during a strategic planning (zero-base systems) analysis, it constitutes an “**Organizational Behavior Qualitative Information Base**” of mostly tacit information.
- B. A **methodology** for (using the checklist and) **diagramming the analysis of organizational systems, structures, and attitudinal and behavioral phenomena**. This wall-size diagram depicts structures and flows of information, materials, services, etc. However, it also shows how socio-technical/cultural factors are influencing structures, flows, motivation, attitudes, task behavior, interdepartmental interactions, and performance throughout the organization. [Once such a wall diagram is computerized, it becomes a “**Diagrammatic Knowledge Base**” or DKB.]
- C. **Various designs of a TeamThink Wall™** [diagramming surface of 160 to 256 (or more) square feet] Several designs enable long-range analyses of internal and external meta-systems of factors.

### Business Environment: Marketing, Marketplace, and External Phenomena

- A. 186-page, 8-level spreadsheet (outline/checklist) **Index of Industry, Marketplace, and Marketing Mix Factors** (a “marketing meta-construct” of approximately 3,500 variables): **industry** structure, competitors, practices – 45 pages; **products** (or **services**) – 10 pages; **consumer** demographics, attitudes, behavior – 13 pages; **distribution channels** – 16 pages; general, push, and pull **promotion** – 45 pages; **pricing** – 17 pages; and **competitive strengths and weaknesses checklist** – 13 pages. This index is essentially a marketing taxonomy or a Dewey Decimal System type of categorization of marketplace-related factors. It is like having a “**marketing expert on a disk**.” Although this checklist is primarily an analytic

tool for performing very detailed “Zero-Base Marketing Meta-Systems Analyses,” it also provides a framework for developing a “**Marketing Qualitative Information Base**” of mostly tacit information harvested from participants’ minds.

- B. 126-page spreadsheet (outline/checklist) **Index of External/Outside Forces and Factors** that will tend to affect an industry and/or given organization over time (a “business environment meta-construct”). Is based on our extensive files concerning (a) factors, phenomena, and trends in numerous **technological areas**; (b) phenomena, events, and trends in numerous industries; (c) **economic** factors, phenomena, data, and trends; (d) **socio-cultural** factors, phenomena, data, and trends; (e) **governmental** factors, phenomena, and trends; (f) **international** factors, phenomena, and trends; and (g) **environmental** factors, phenomena, and trends; etc. This index is essentially a business environment taxonomy or a Dewey Decimal System type of categorization of factors external to an organization. Along with the marketing checklist described above, it is used to perform very detailed “Zero-Base Industry/Marketplace/Business Environment Meta-Systems Analyses”—especially during strategic planning processes.
- C. A **methodology** for developing a wall-size diagram of a company’s entire Industry/Marketplace and Business Environment Analysis (the many factors or variables, their relationships, and associated key data). [Once such a diagram is computerized, it becomes a “**Business Environment Diagrammatic Knowledge Base**” (DKB).]

## Production/Operations

- A. 45-page spreadsheet (outline/checklist) **Index of Operations/Production Factors** (a “meta-construct” of many production variables): **product-related factors** — 36 pages; **competitors’ facilities factors** — 2 pages; **company facilities** — 2 pages (for now); and **task-related/technological factors** — 5 pages. This index is essentially a production taxonomy or a Dewey Decimal System type of categorization of operational variables. It is like having an “**operations/production expert on a disk.**” Although this checklist is primarily an analytic tool for performing very detailed “Zero-Base Production (Meta-Systems) Analyses,” especially during strategic planning processes, it also provides a framework for developing a “**Production Qualitative Information Base**” of mostly tacit information harvested from participants’ minds.
- B. A **methodology** for (using the checklist and) **diagramming the analysis of an organizational production facility**. This wall-size diagram depicts structures, layouts, processes, and flows of materials, etc.. However, it can also show how socio-technical/cultural factors are influencing motivation, attitudes, work behavior, interdepartmental interactions, and performance throughout the facility. [Once such a wall diagram is computerized, it becomes an “**Operations Diagrammatic Knowledge Base.**”]

## Finance

- A. 100-page spreadsheet (outline/checklist) **Index of Financial Factors** (a “meta-construct” of many financial variables): **main financial factors** — 64 pages; **industry financial factors** — 12 pages; **financial laws and regulations** — 6 pages; **external financial entities and forces** — 11 pages; **financial ratios** (with built-in spreadsheet calculators) — 6 pages; and (statements of) **alternative goals and objectives** — 2 pages. This index is essentially a financial taxonomy or a Dewey Decimal System type of categorization of financial variables. It is much like having a “**financial expert on a disk.**” Although this checklist is primarily an analytic tool for performing very detailed “Zero-Base Financial (Meta-Systems) Analyses,” especially during strategic plan-

ning processes, it also provides a framework for developing a “**Financial Qualitative Information Base**” of mostly tacit information harvested from participants' minds.

- B. A **methodology** for (using the checklist and) **diagramming financial phenomena involving an organization**. This wall-size diagram can depict, for example, the organizations' finances, its cash flows, its financial operations, the behavior of personnel involved throughout the organization, and outside financial entities and markets. Once such a wall diagram is computerized, it becomes a “**Financial Diagrammatic Knowledge Base**.”

## Knowledge Management

### (“Qualitative Information Bases” and “Diagrammatic Knowledge Bases”)

- A. **Marketing Qualitative Information Base**: The computerized 186-page, 8-level **Index** (spreadsheet checklist) of **Industry, Marketplace, and Marketing Mix Factors** described above, while an analytic tool, is also a framework for developing this database of tacit (mostly qualitative or subjective) information harvested from team members' minds.
- B. **Marketing Diagrammatic Knowledge Base™**: A computerized 160 to 256+ square foot, company-specific **Industry, Marketplace, and Business Environment Diagram**—complete with pop-up maps and graphs of data associated with the diagrammed entities, variables, phenomena, and their relationships—that can serve as an interface to access data from additional sources. (Basic pre-drawn templates for the healthcare and energy/utilities industries are under development.)
- C. **Business Environment Qualitative Information Base**: The computerized 186-page, 8-level **Index** (spreadsheet checklist) of **External Forces and Factors** described above, while an analytic tool, is also a framework for developing this database of tacit (mostly qualitative or subjective) information harvested from team members' minds.
- D. **Business Environment Diagrammatic Knowledge Base™**: A computerized 160 to 256+ square foot, company-specific **Industry, Marketplace, and Business Environment Diagram**—complete with pop-up maps and graphs of data associated with the diagrammed entities, variables, phenomena, and their relationships—that can serve as an interface to access data from additional sources. (Basic pre-drawn templates for the healthcare and energy/utilities industries are under development.)
- E. **Production/Operations Qualitative Information Base**: The computerized 45-page **Index** (outline/ checklist) of **Production/Operations Factors** described above, while an analytic tool, is also a framework for developing this database of tacit (mostly qualitative or subjective) information harvested from team members' minds.
- F. **Production/Operations Diagrammatic Knowledge Base™**: A computerized 160 to 256+ square foot, company-specific **Production/Operations System Diagram**—complete with pop-up graphs of data associated with the diagrammed variables, phenomena, and their relationships—that can serve as an interface to access data from additional sources.
- G. **Financial Qualitative Information Base**: The computerized 100-page **Index** (outline/checklist) of **Financial Factors** described above, while an analytic tool, is also a framework for developing this database of tacit (mostly qualitative or subjective) information harvested from team members' minds.
- H. **Financial Diagrammatic Knowledge Base™**: A computerized 160 to 256+ square foot, company-specific **Financial Phenomena Diagram**—complete with pop-up graphs of data asso-

ciated with the diagrammed variables, phenomena, and their relationships—that can serve as an interface to access data from additional sources.

- I. **Organizational Behavior Qualitative Information Base:** The 74-page **Index of Major Socio-Technical/Cultural Factors** mentioned above, when filled in, constitutes an “Organizational Behavior Qualitative (tacit) Information Base” harvested from participants’ minds.
- J. **Organizational Behavior Diagrammatic Knowledge Base™:** Such a knowledge base is the result of **diagramming a checklist-assisted (zero-base) analysis of organizational systems, structures, and attitudinal and behavioral phenomena**. Like Systems Analysis approaches, this diagram depicts structures and flows of information, materials, and services (etc.). However, it also shows how socio-technical/cultural factors are influencing structures, motivation, attitudes, task behavior, intra- and inter-departmental interactions, input/output flows, and performance throughout the organization.

## Strategic Planning

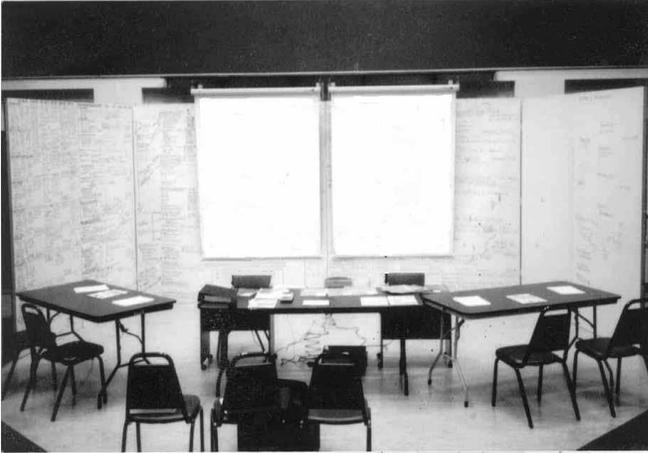
- A. A 300-page **Planning Manual** on the analysis, goal-setting, planning, budgeting, and decision-making functions involved in strategic/long-range planning, annual planning, and (ad hoc) problem solving and decision making.
- B. A (computerized) 72-page **Checklist of Strategic/Long-Range Planning Steps** (both methodological and organizational steps)—a four-level outline of steps and sub-steps, tips, suggestions, and references to pages in the printed planning manual that explain “how to.”
- C. A (computerized) 50-page **List of Possible Statements of Objectives, Strategies, and Tactics** for a company and its major units. It enables drag-and-drop development of a goals and plans document.
- D. A **methodology and a TeamThink Wall™ design for diagramming an entire “time-lapse industry/marketplace/business environment analysis”** as a basis for strategic/long-range planning scenario analysis).
- E. A computer **template** for “automatically” integrating program/project budgets into consolidated corporate pro forma financials. (Under development.)
- F. A **method** for performing **strategic/long-range planning** using a **net present value analysis** (to evaluate alternative sets of strategies and plans/budgets of the major organizational units).

## Team Thinking and Learning Centers

- A. Various possible designs of a **TeamThink Wall™** (diagramming surface) for strategic/long-range analysis, planning, and decision making and for subsequent interim problem-solving.

We have been diagramming complex industries, organizations, and situations on specially constructed walls ever since 1976—years before the terms “mind mapping,” “influence diagrams,” “information visualization,” and “information architecture” were coined. Our earliest “wall” (1976) was 160 square feet. The largest wall diagram to date has been 256 square feet (32' wide by 8' to 10' high). It had hundreds and hundreds of objects on it—entities, factors/variables, their cause-effect and/or sequential relationships, and key bits of data associated with them. Such a wall model is a **visual summary and integration of large amounts of both qualitative and quantitative information**.

- B. Developing a huge diagram on a TeamThink Wall™ (pictured below) helps a group deal with the complexities of real-world situations **visually**. It enables analysts, planners, decision makers, and policy makers to handle (make sense of, interrelate, brainstorm) at least 50 to 100 times more information during think-work processes. Because the most strategically significant information is on the wall right in front of participants, and because they have helped develop everything on the diagram from scratch, they need not try to juggle it all mentally. This leaves their minds free to analyze, sequence, interrelate, and integrate many bits of information more easily and effectively, to be more insightful and creative, and to better recognize what's going on, why, and what to do about it.



The 256 square foot wall shown here contains an Illinois county's 1992 Long-Range Economic Development Planning analysis. We use it because we do not make public our business clients' strategic planning DKBs (diagrammatic knowledge bases).

Diagrammatic knowledge bases (DKBs) can illustrate and contain both qualitative and quantitative information regarding, for example:

1. entities and variables operating in a company's industry, marketplace, and external business environment;
2. the operational, intelligence, and logistical activities or phenomena occurring throughout an entire theater of military operations; or
3. how socio-technical/cultural factors are influencing the motivation, attitudes, behavior, activities, interactions, flows of task-related inputs and outputs, and performance both within and between organizational levels and units.

- C. One design aids in performing a **“time-lapse environment-business scan”** for long-range planning purposes (i.e., for analyses of scenarios).
- D. A **hardware/software system for projecting a Diagrammatic Knowledge Base** (a computerized wall diagram of, for example, either item A, B, or C above) **onto a rear projection wall**—real time, seamlessly, and in its entirety in the type of strategic planning warroom pictured above, so that it can be used and modified interactively. The rear projection wall is not just one screen or a series of monitors, but a whole “continuous wall.” [Using our design, a 256 square foot rear projection wall can be constructed for about \$4,000!]

## **Tools (and Other Resources) in Folders 0-6, 0-7, 0-8, and 0-9**

- 0-6 Tools for Management Processes and Activities
- 0-7 Tools for Functional/Departmental Areas
- 0-8 Tools For Course & Seminar Instructors
- 0-9 Tools for MD/OD Managers and Internal Consultants

The above folders provide tools and other resources as indicated, so that users can access them within whatever context seems most appropriate. Because they appear in different contexts, many if not most tools and other resources are listed in many places.

### **0-6 Tools for Management Processes and Activities**

#### **1\_Analyzing**

#### **2\_(Strategic) Planning Phase - General**

#### **3\_Goal Setting**

#### **4\_Planning (Strategies, Tactics, Programs, Projects, and Action Plans)**

#### **5\_Budgeting**

#### **6\_Decision Making**

#### **7\_Organizing**

#### **8\_Staffing**

#### **9\_Guiding Activities**

#### **10\_Controlling**

#### **11\_Evaluating Performance**

#### **Organization Development**

#### **Problem Solving & Decision Making**

#### **Time Management**

### **0-7 TOOLS for FUNCTIONAL / DEPARTMENTAL AREAS**

#### **Finance**

#### **1\_Analyzing**

#### **2\_Planning**

#### **3\_Decision Making**

## **Human Resources**

1\_Analyzing

2\_Planning

3\_Decision Making

## **Marketing**

1\_Analyzing

2\_Planning

3\_Decision Making

## **Production / Operations**

1\_Analyzing

2\_Planning

3\_Decision Making

## **Strategic Planning**

1\_Analyzing

2\_Planning

3\_Decision Making

## **0-8 Tools & Other Resources for Course & Seminar Instructors**

1\_Course Syllabus & Schedule (samples)

2\_Introduction Materials

3\_Student-Participant Preparation or Study Guides

Quizzes (by Chapter)

5\_Module 2 Preparation

6\_Quotations

**0-9 TOOLS for MD & OD Managers & Internal Consultants**

**Attitude Surveys**

**End of Modules Superior-Subordinates OD Sessions Guides**