

**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

A stable, marginally profitable Association with strong member benefits

Create a realistic budget

Establish department strategies

Strategic alignment

Managers make decisions

Spenders own the budget

Inter-Dept. Cooperation

# 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

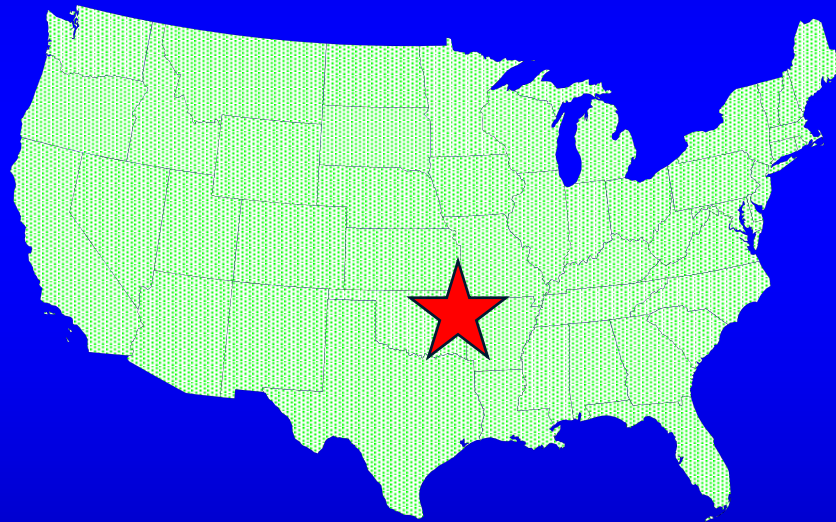
2 Industry  
Sr. Managers

Executive Director

Executive Nominees

...and a Facilitator

DS



# Immediate Concerns

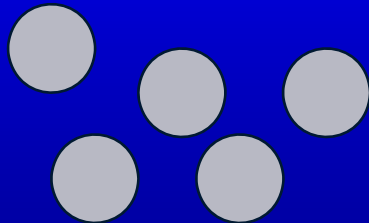
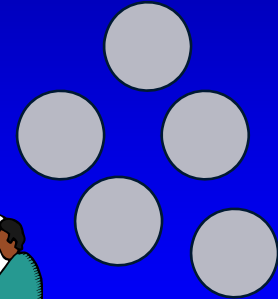
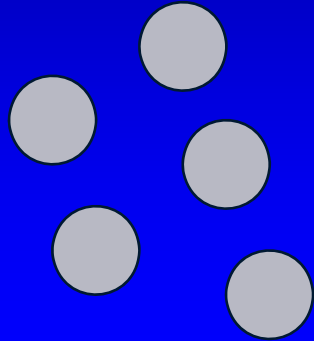
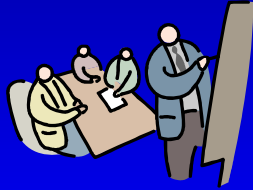
- Entrenched hostility
- Lack of decision initiative
- Narrow management perspective

What to do?

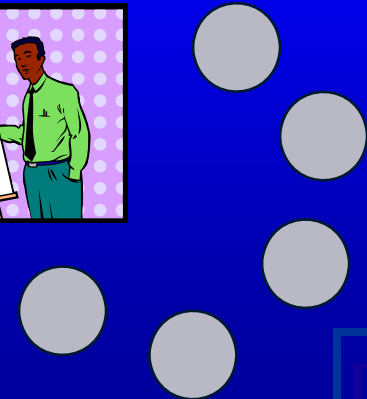
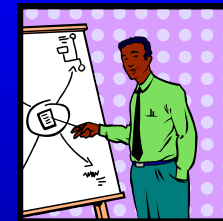




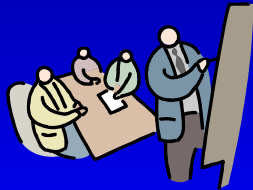
# Split Them Up...



**Get Them Talking**



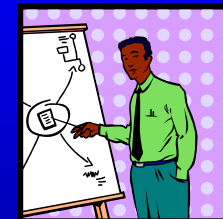
# Split Them Up...



Facilitator

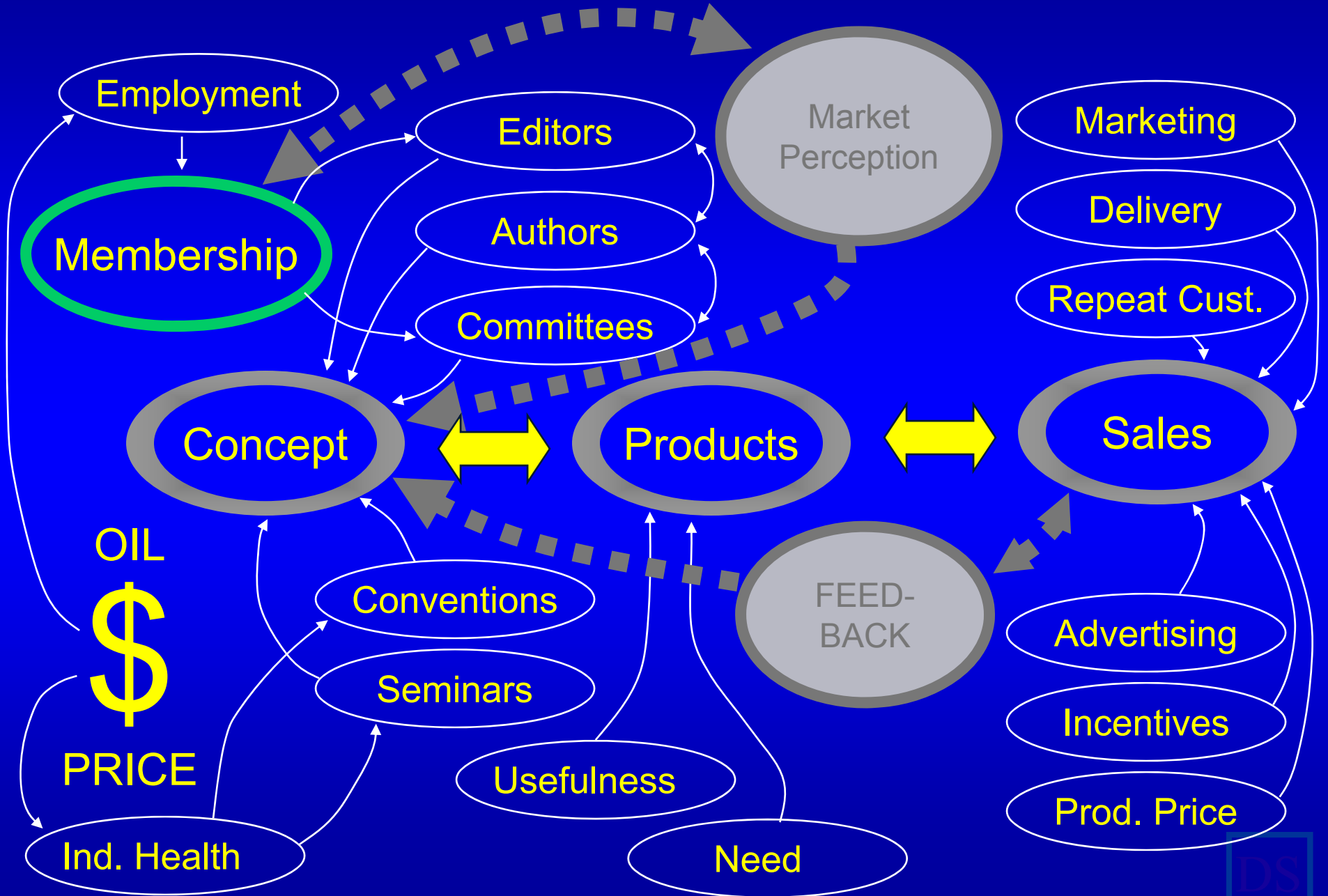


President-elect

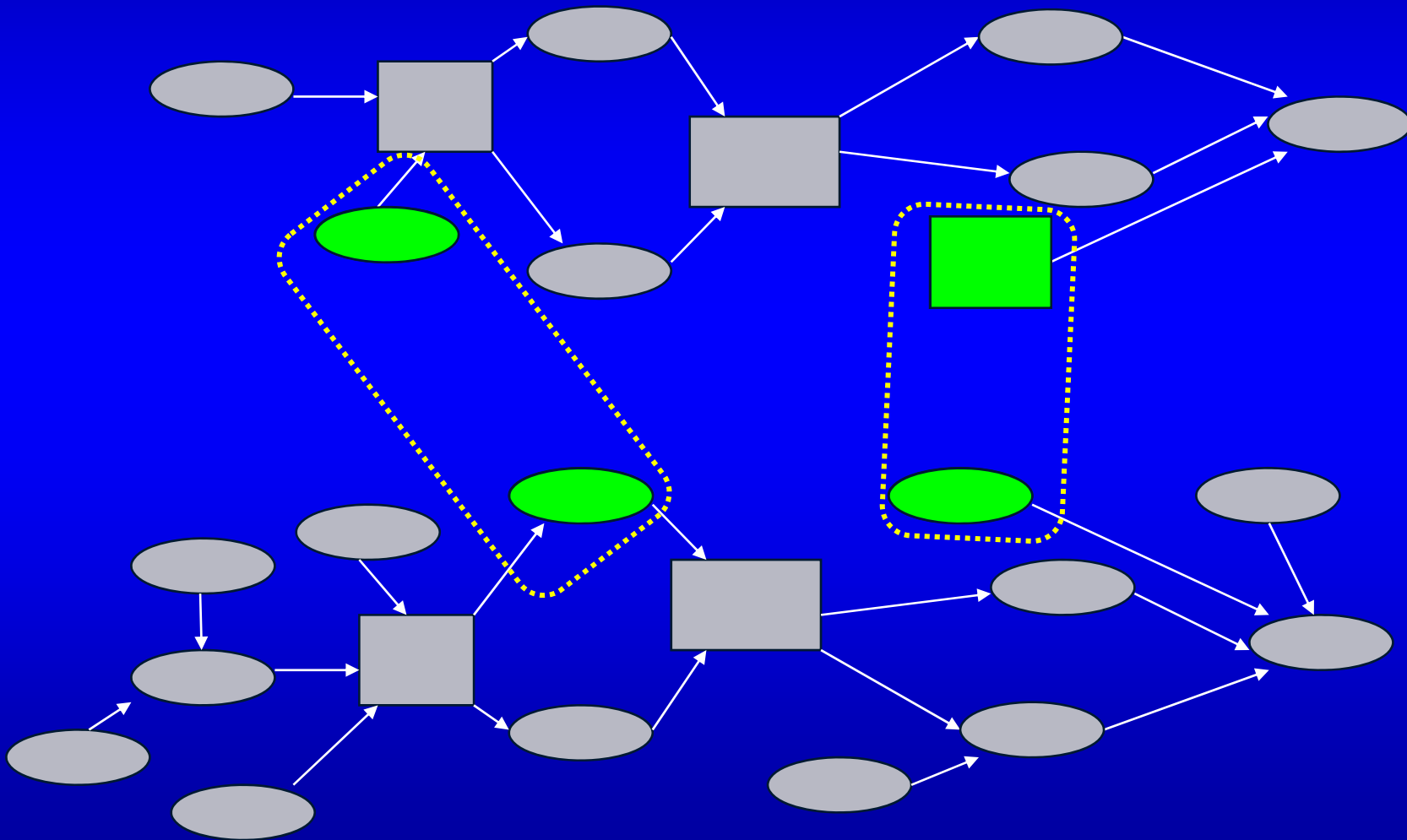


**Keep Them  
Thinking**

# Publications and Education "Influence Diagram"



# Identify Influence Overlap



# Membership Identified as Critical Factor

- Universal concern
- Altered funding
- Altered product sales

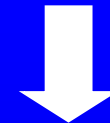
# Membership Identified as Critical Factor

- 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



# Scenarios

**“Good Times” (Growth)**

**Status Quo**

**“Bad Times”**

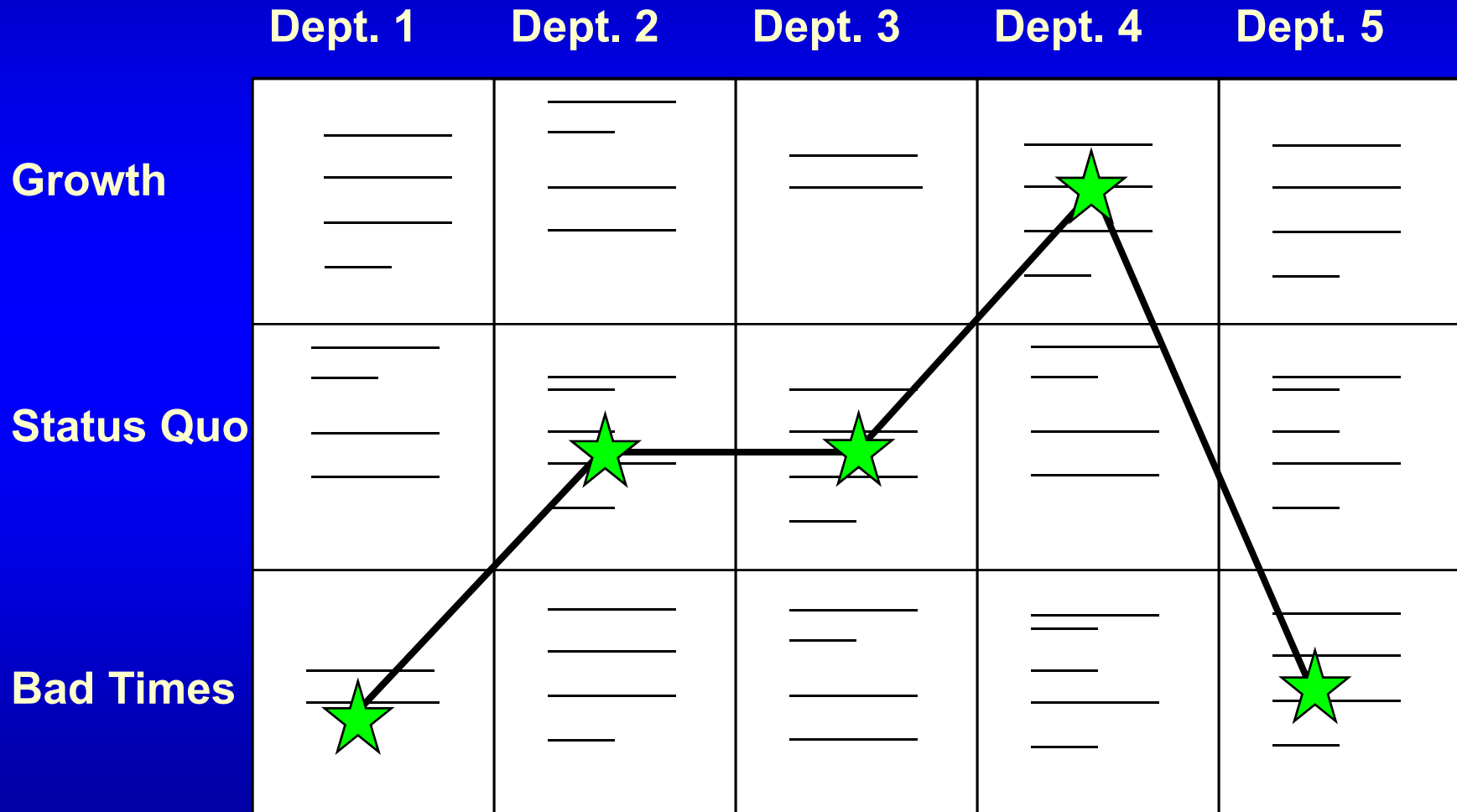
**“If I owned the Company”**



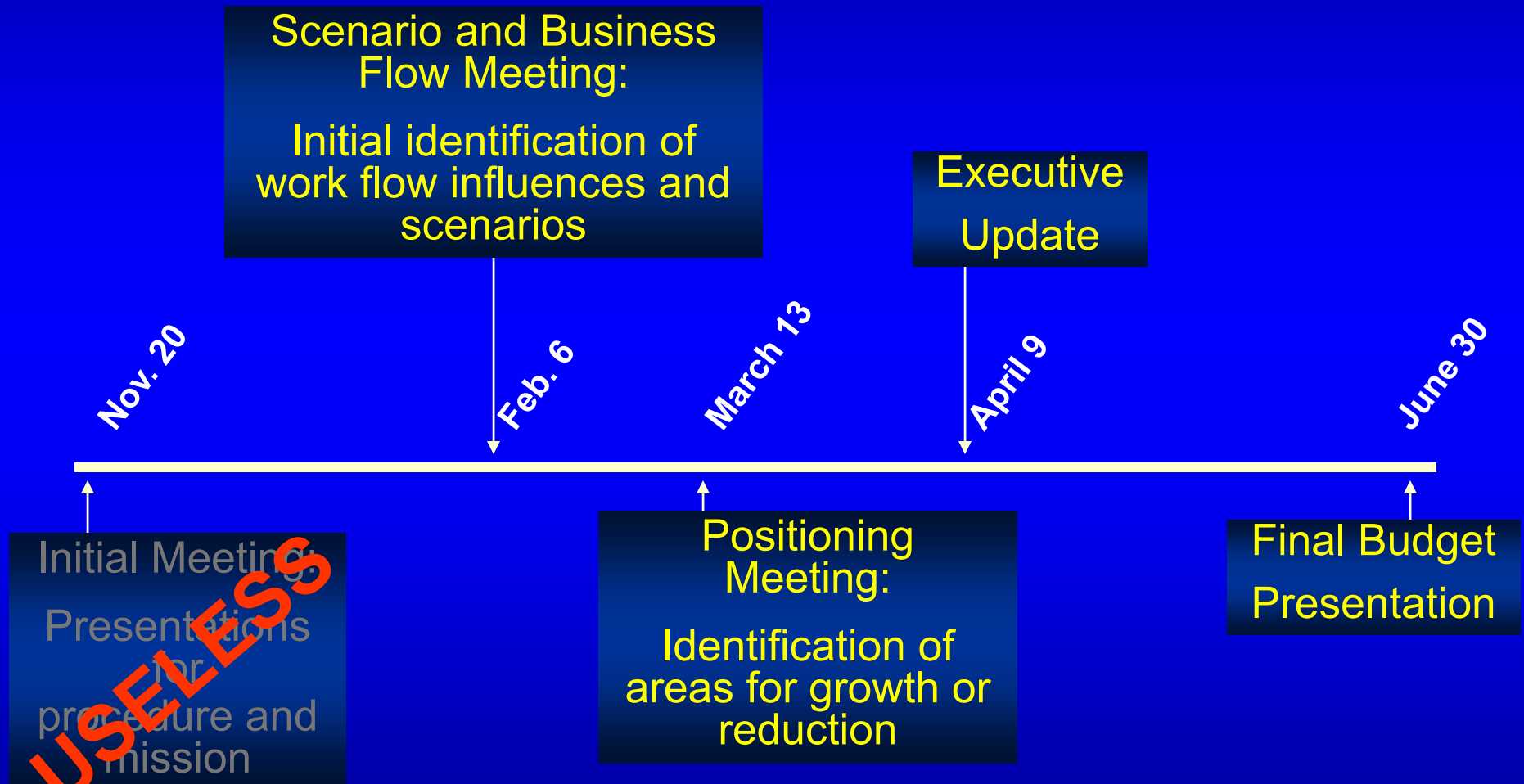
# Multi-Level Review



# 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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