An Experience with the Interactive Management Method

Jack Ring
IEWG Meeting
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“A Handbook of Interactive Management”
by J. Warfield and R. Cardenas,
Iowa State U. Press, 1994
Situation

- Focus: Converging diverse stakeholders’ mental models, future visions and actionable plans.
- Used as infrastructure for 2005 Graduate Seminar on Facilitation, by Prof. Benjamin Broome, ASU.
- Used to facilitate 55 1st and 2nd year ASU students reach conclusions regarding “How does diversity on campus affect our learning environment?”
- Has been used by others in > 200 projects world-wide with consistent success, c.f. [Staley]
- May be key to accomplishing the ‘fuzzy front end’ of systems projects.
- Hope to foment an ISE case study in 2006.

Staley, S. M. 1995, “Complexity Measurements in System Design” IDPT Volume 1, Austin, TX, 153-161
Overview

• Trigger Question
• Participants author short (e.g. 7 words or less) responses.
• Round robin --- Post responses on wall and clarify
• Further responses authored, posted and clarified.
• Each Participant select any most important seven.
• Composite list, 7 X P, is pairwise ranked according to “A Significantly Aggravates B”
• Influence Map prepared from the ranking results. Items with nothing significantly aggravating them on the leftmost and others arrayed to the right based on aggravation precedence.
• Subgroups ideate Implementation Action Plan for leftmost items.

Caution: Does not summarize IM with sufficient fidelity. Read the book.
Note: The lines indicate “significantly aggravates”
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Note: In order to show actual text the influence map will be split into Chart 1 and Chart 2 at node, 44.
Encounters or situations with other cultures have left lasting impressions (49)

Failure to accept people for who they are and not for what they look like (color, religion, looks). (6)

Misunderstanding about a culture or ethnicity. (16)

Desire to agree with the popular opinion. (25)

Fear of acceptance. (37)

Abundance of stereotypes. (1)

Lack of desire to make the first step. (24)

Lack of social skills (59)

Conflict between cultures. (42)

Accepting each other as unique individuals. (29)

Overabundance of judging. (8)

Lack of information and promotion about diversity. (12)

Note: The lines indicate “significantly aggravates”
Unwillingness to look at things from a different perspective (44).

Influence of intolerant family members and social groups. (65)

Conflict between cultures. (42)

Inability to look past our own stereotypes. (72)

Unwillingness to go out of our way to embrace diversity. (31)

Lack of education about certain cultures. (38)

Misunderstandings about who people actually are. (36)

Inability to understand people from other cultures. (27)

Hostility towards a person because of a group/culture they belong to. (63)

People feeling like they have to live up to a certain identity. (48)

People fear of being outside their comfort zone. (13)

Refusal to accept the beliefs of a culture. (15)

Note: The lines indicate “significantly aggravates”.

Accepting each other as unique individuals. (29)

Fear of negative reactions by friends. (23)

Unwillingness to go out of our way to embrace diversity. (31)