



# HELP GROUPS UNDERSTAND COMPLEX PROBLEMS & MAKE BETTER DECISIONS

## 2 DAY ISSUE MAPPING MASTER CLASS

### WHAT IS ISSUE MAPPING?

- » A groundbreaking method specifically designed to help groups address highly complex, "wicked" problems
- » Utilising a unique approach to visually representing a problem, Issue Mapping enables the groups to follow the discussion on a shared display and develop shared commitment to solutions that last
- » Highly effective approach that adds a new dimension to traditionally facilitated workshops such as strategic planning, product development, goal alignment, options analysis and lessons learnt.
- » Pioneered by CogNexus Institute in California, Issue Mapping has been used in a wide variety of organisations including NASA, the World Bank, United Nations and many Australian organisations

### Audience

Those involved in highly complex projects including leaders, consultants, facilitators, strategic planners, organisational development professionals, business analysts, change agents, managers and engineers.



### WHY ISSUE MAPPING?

- » Promotes greater shared understanding of complex problems amongst participants and greater commitment to a course of action
- » Maps decision and detailed rationale behind decision-making; maps the thinking process of the group, exploring all ideas that underpin decisions
- » Represents and clarifies diverse points of view, conflicting interpretations and goals, inconsistent information and other forms of complexity
- » Provides an opportunity for all to be heard, contributions acknowledged. Decreases interruptions, repetition and dominance of a few, leverages 'crowd wisdom' by tapping into the knowledge of all participants
- » Helps participants come up with innovative ideas and avoids jumping to simplistic answers or superficial conclusions
- » Supporting information (such as documents and images) can easily be attached to map to back up group reasoning
- » Keeps participants on topic – they can see the progress of the discussion visually, the bigger picture can be absorbed better and they can appreciate the validity and value of a larger perspective

*"One of the best classes I have taken (and I have been to a few)!"* **Julie Lepp, Monadelphous**

*"I can highly recommend this business tool for all project managers and business resources. It was a brilliant two days and I learnt new techniques which have already started to pay dividends in my professional role. This course was brilliant. The technique itself is a valuable tool for any business with multiple applications."*

**Leisha Velterop, Barminco**

Figure 1.  
Issue mapping the budget decision making process



## ABOUT THE ISSUE MAPPING MASTER CLASS

### Requirements

This class will be hands on – please bring your own laptop with Compendium software installed.

**Duration:** 2 days, with homework after the first day

### Instructor



**Paul Culmsee**  
SEVEN SIGMA

*Paul is one of only three CogNexus Certified Dialogue Mapper in the world. Outside of CogNexus, Seven Sigma is the only company in the world authorized to teach Issue Mapping.*

*His award winning book, "The Heretic's Guide to Best Practices: The Reality of Managing Complex Problems in Organisations" covers case studies utilising this approach.*

### Aims and Outcomes

- » Revitalise strategy by rethinking the traditional approach to meetings, workshops and decision making
- » Recognise the characteristics of complex (wicked) problems and the tools and approaches required to enable collaborative approaches to solving them
- » Frame questions that can guide and accelerate in the problem solving process and assist in the facilitation of those issues
- » Mobilise diverse groups to perform critical analysis in dynamic situations, ensuring all voices are heard without bias and making that critical thinking visible
- » Make better decisions by capturing all stakeholder viewpoints and rationale by using the language of IBIS and Compendium software
- » Create breakthroughs in understanding by creating clear, coherent and inviting issue maps that enable the discovery of patterns and emerging themes, keeping a group engaged and focused
- » Gain insight on how to apply this method in various scenarios based on significant real-world case studies
- » Experience the feel of mapping live in front of a group
- » Immediately start Issue Mapping in your work and life; the class will focus on practical experience and map building



This is CogNexus Certified Class

**PRIVATE AND PUBLIC CLASSES AVAILABLE**

**EMAIL** [training@sevensigma.com.au](mailto:training@sevensigma.com.au) **WEB** [www.issuemappingclass.com](http://www.issuemappingclass.com)

*"The holy grail of effective collaboration is in the creation of shared understanding, which is the precursor to shared commitment...the capacity to make good decisions is a part of 'group' intelligence which is derived at through shared understanding and shared commitment."*

**Jeff Conklin**