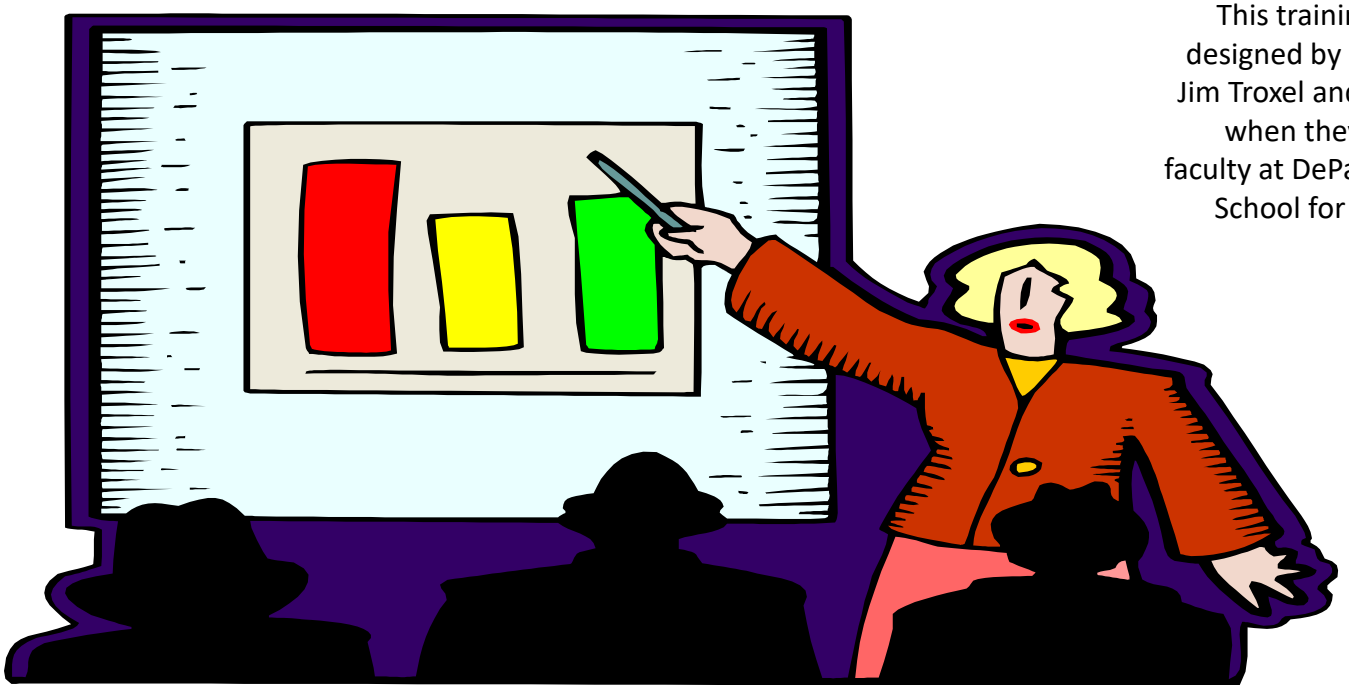
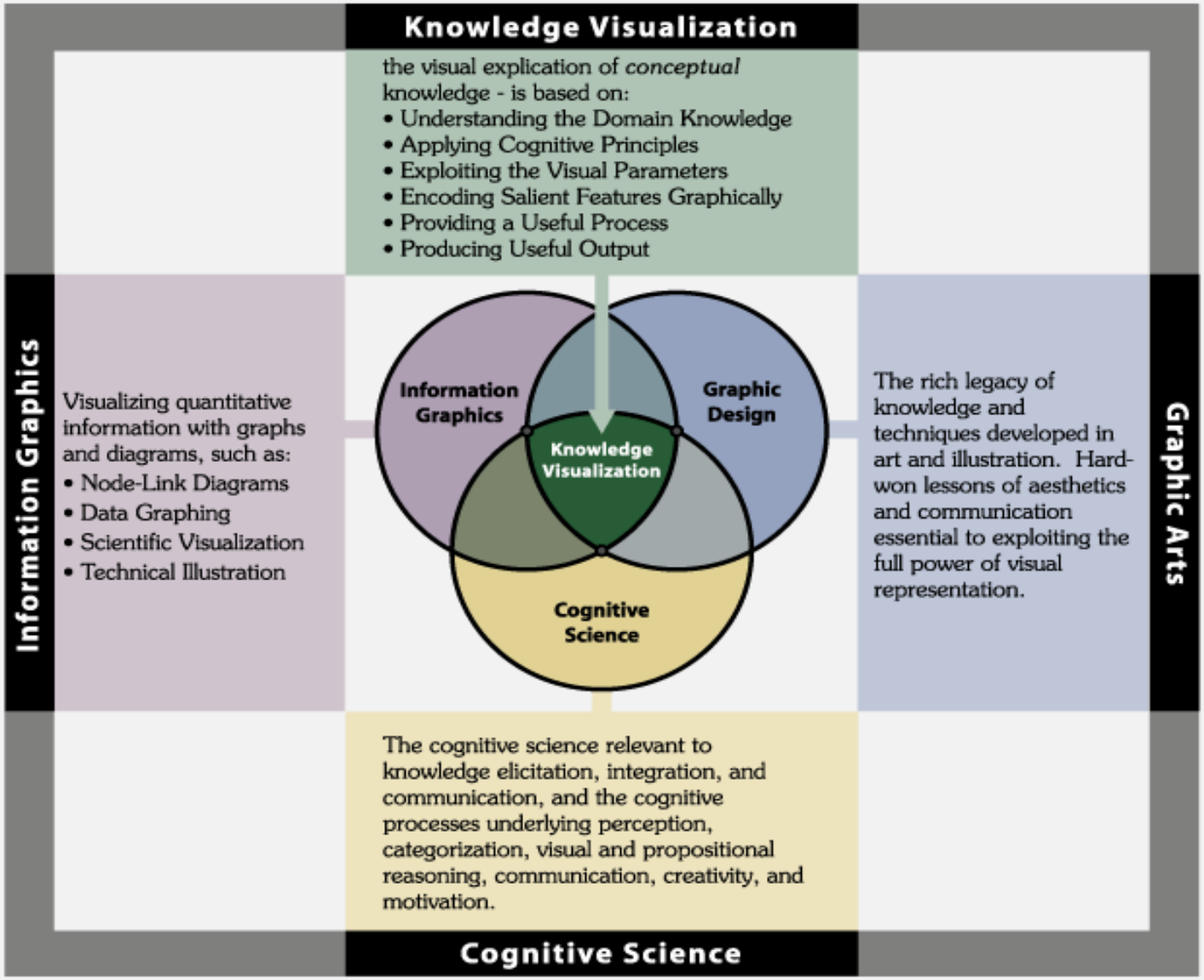
Graphic Recording and Organizing of Facilitated Sessions



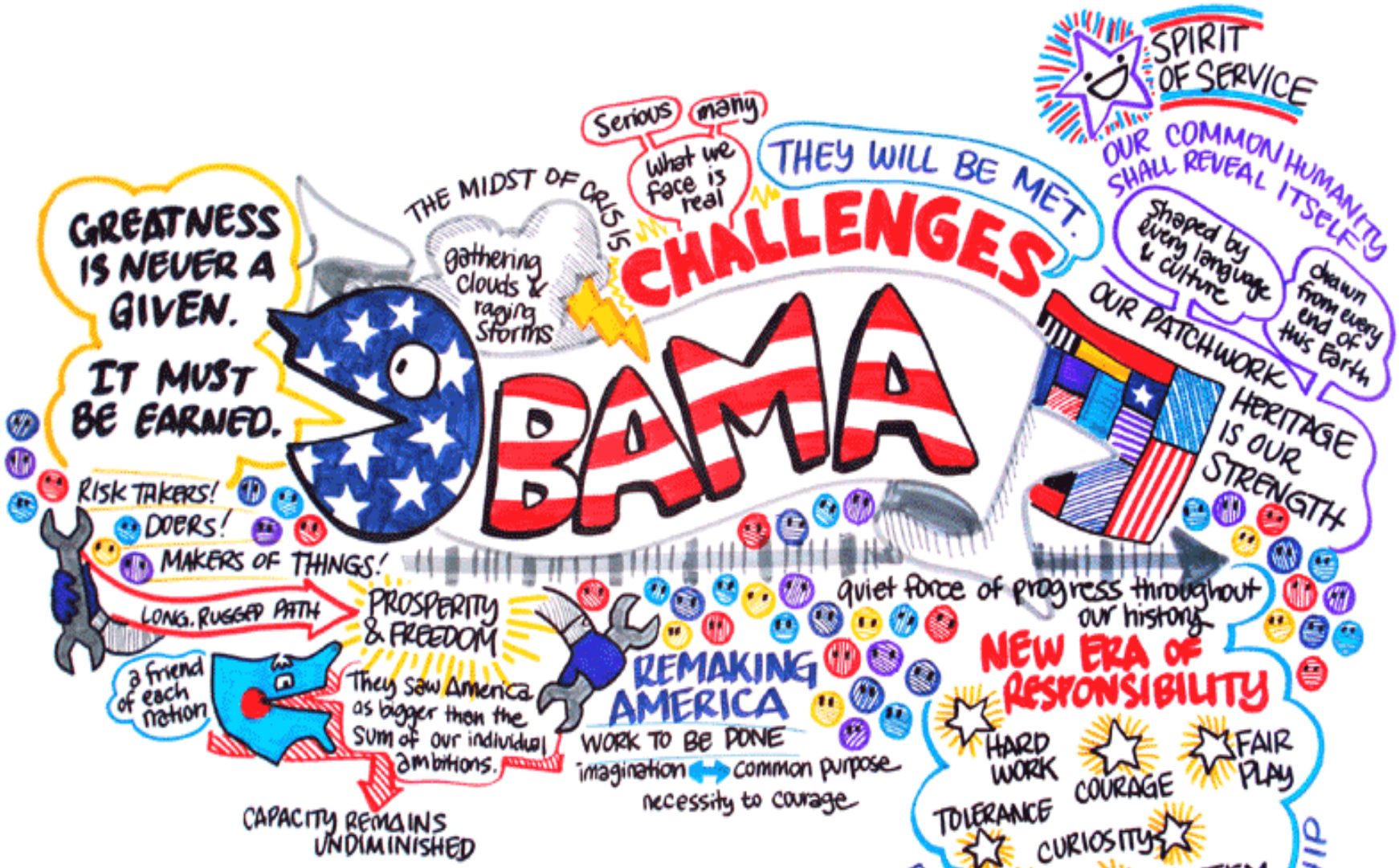
This training module was designed by ICA Colleagues Jim Troxel and Karen Snyder when they were adjunct faculty at DePaul University's School for New Learning. Circa 2000.



Idiagram Copyright © 1998 Marshall Clemens

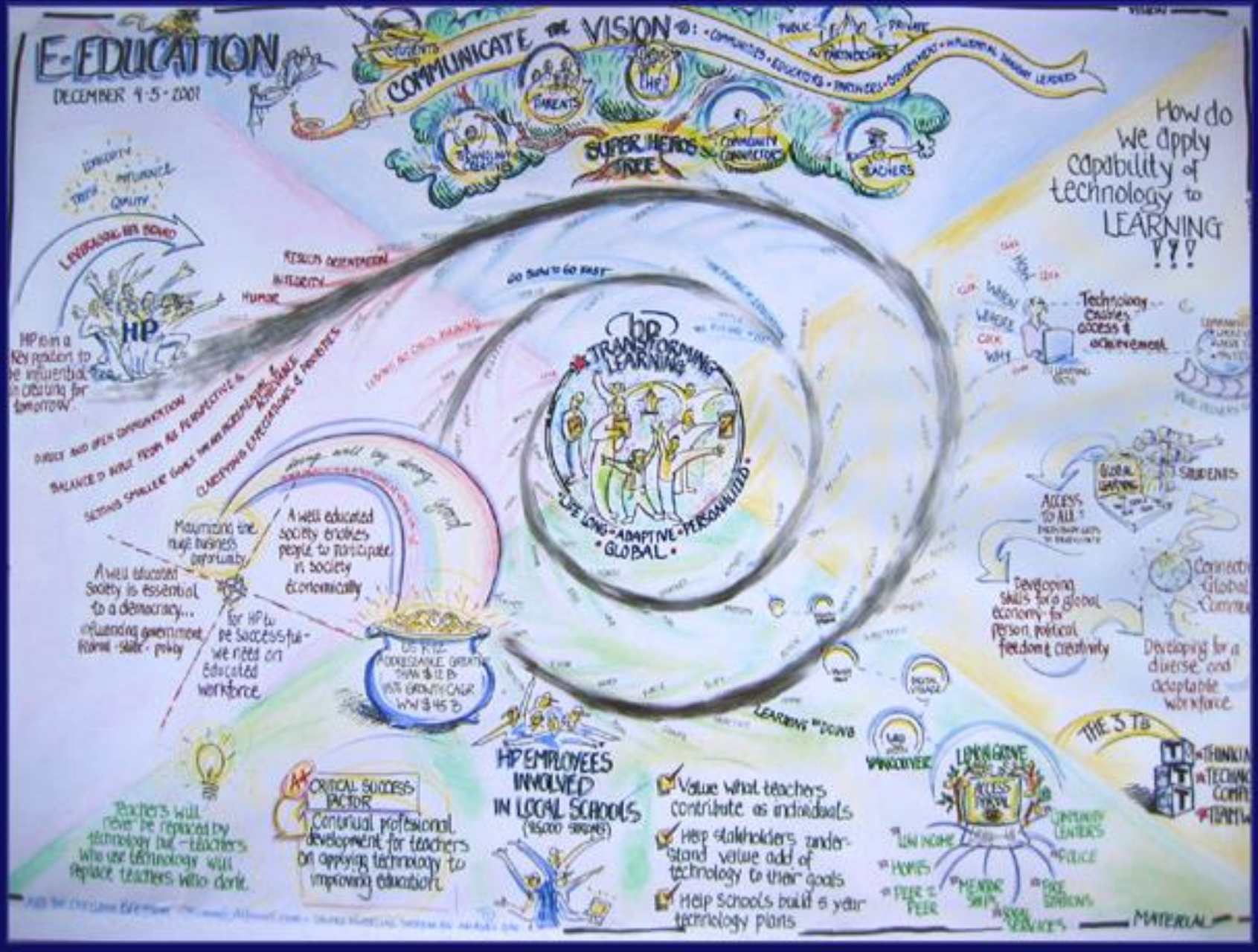
WORKFORCE
connection to community
ENTREPRENEURSHIP
green micro business
Newark's role as role model
world is watching
knowledge sharing
sister cities
easy to use consistent policy
planning
political will
investment
JOBS
GREEN ECONOMIC DEVELOPMENT
clean energy
quality of life
public health
INTENTIONALITY
environmental health of our community
different approaches to investing, paying back
ex. solar loans
ex. load cycling
use existing resources
ex. Lifter
working together
sharing resources
WEALTH
HEALTH
our people
our ports
REUSING OUR ASSETS
WASTE?
materials?
time?
human resources?
POLICY?
access
parity
strengthen, improve existing work
infrastructure
use what we have NOW.
ex criminal population
regulations re: opportunity to use criminal pop as resource
developing skills for the GREEN economy
new training
retraining
creating the GREEN market
defining & creating GREEN jobs
brown field
green field
gov't role in brownfield dev.?
money
infrastructure
representation
engagement
incentives
schools

8. CHURN, Baby, CHURN
there is no excuse for perpetuating a crappy state 1.0 2.0 3.0
A REVOLUTION IS A PROCESS
9. NICHE THYSELF!
Stupid
Dot.Com
PRICE
Value to Customer
Ability to PROVIDE a PRODUCT
Doofood on line
7. Let A HUNDRED FLOWERS BLOSSOM
People you didn't anticipate are buying your Products
People either REJECT innovation, or they PERVERT IT
Go perversion is good find out why they love it!
Don't try to convert those who worship a false god
Desktop Publishing Saved APPLE Computer
Take the money
6. Be Willing to POLARIZE PEOPLE!
TIVO
Pleasing Everyone GUARANTEES MEDIOCRITY
Version 1.0 means never having to say you're sorry
if it's 10X better - Ship it!
the First Apple - a REVOLUTIONARY Piece of Crap!
5. Don't Worry, Be CRAPPY
the Harley
Emotive Elegance Complete
10. Follow the 10/20/30 RULE of Pitching
10 Slides in your PowerPoint - MAX! -
20 Minutes in the Presentation
30 points - the optimum Font Size
11. Don't let the BOZOS GRIND YOU DOWN
2 Kinds of WARNING Bozos - the LOSER the Successful the DANGEROUS
4. Roll the DICEE
Intelligence
Deep - Great functionality, anticipate the Need of the Customer
the Refrigerator Company
Jump to the NEXT CURVE
3. Do it 10 Times Better... or Create a NEW CURVE
INNOVATION - the ART of
You are Evangelists of Innovation!
1. the FIRST Thing - Make MEANING change the world
If you make Meaning you WILL PROBABLY MAKE MONEY
2. Make A MANTRA
3 or 4 words that sum up why the innovation should exist
Guy Kawasaki
Corporate Evangelist Author Blogger
@Apple Computer
How to CHANGE the WORLD!
©International Coach Federation



President Barack Obama's Inauguration Speech • 01.20.09
graphic facilitation by Brandy Agerbeck, Loosetooth.com
http://www.loosetooth.com/Viscom/gf/obama.htm

Al Gore • An Inconvenient Truth
graphic facilitation by Brandy Agerbeck • Loosetooth.com


E-EDUCATION
DECEMBER 4-5-2001
COMMUNICATE THE VISION
SUPER HEROS
TEACHERS
How do we apply capability of technology to LEARNING ?!?
HP
HP TRANSFORMING LEARNING
LIFE LONG • ADAPTIVE • PERSONALIZED • GLOBAL
Technology Catalyst access & achievement
STUDENTS
ACCESS TO ALL
Developing skills for a global economy - for person, political freedom & creativity
Developing for a diverse and adaptable workforce
THE 3 Ts
Maximizing the HUGE business opportunity
A well educated society enables people to participate in society economically
A well educated society is essential to a democracy... influencing government
for HP to be successful - we need an Educated workforce
HP EMPLOYEES INVOLVED IN LOCAL SCHOOLS
CRITICAL SUCCESS FACTOR
Continual professional development for teachers on applying technology to improving education
Teachers will never be replaced by technology but - teachers who use technology will replace teachers who don't
Value what teachers contribute as individuals
Help stakeholders understand value add of technology to their goals
Help schools build a year technology plans
LEARNING BEYOND
MATERIAL

UNCLE HENRY
AUNTIE EM
Mrs. Gulch!
SOMEWHERE OVER THE RAINBOW
• A place where there's no trouble
• far, far away
• can't get to by boat, by train
• behind the moon
• beyond the rain
PROFESSOR MARVEL
AUNT Em... she's crying
DOROTHY & TOTO RUN AWAY
TOTO ESCAPES!
SHE TAKES TOTO.
That dog is a menace!
HOME
TWISTER!!!
BUT
DOROTHY HAS TO GET HOME!
over the rainbow
DOROTHY'S HOUSE LANDS
we're not in Kansas anymore
NORTH
GLINDA
are you a good witch or a bad witch?
I'll get you, my pretty & your little dog too.
WEST
GEAST
DING! DONG!
The WICKED WITCH IS DEAD!
Mayor
Coroner
Lullaby League
Lollipop Guild
WELCOME!
MUNCHKINLAND
OFF TO SEE THE WIZARD...
HOME
• back to Kansas
• Auntie Em & Uncle Henry
BRING ME THE BROOMSTICK of the WICKED WITCH!
GLINDA HELPS w/ SNOW
ZZZZZZZZZZZ
POPPIES MAKE THEM SLEEPY
LIONS! & TIGERS! & BEARS! OH MY!
HEART
• empty kettle
• could be kinda human
• tender • gentle
• sentimental
• register emotion
• feel the part
there's no place like home...
there's no place like home...
there's no place like home...
the man behind the curtain
TO THE WICKED WITCH of the WEST...
GO AWAY!
• w/o vim & verge
• lion, not mouse
• just a dandy lion
• brave as a blizzard
COURAGE
TINMAN
BRAIN
• only straw
• confer w/flowers
• consult w/rain
• unravel riddles
• could be another Lincoln
• dance & be merry
SCARECROW
LION
TINMAN
The Witch Kreatures
SCARECROW
Mean apple trees
HAUNTED FORREST
FLYING MONKEY GRAB DOROTHY
I must have those ruby slippers!
If I were King of the forrest!
LION
You must die.
I'M MELTING...
TOTO RUNS & FINDS FRIENDS
S.T. & C.L. COME TO HELP!
THEY TAKE THE WITCH'S BROOM BACK TO THE WIZARD
THE POWER TO GO HOME WAS IN YOU THE WHOLE TIME

CERMA CONSULTING
VISION
Market Leader
Career Ladder to Partner
Profitable International Consulting Company
GOALS
Future
Sustainability
Break even as private-sector consulting company
World Bank subsidized entity
Present
MISSION
Improve competitiveness of enterprises
Provide managers w/ skills
Improve consulting capabilities
QUALITIES
Enjoy work environment & interesting work
clients
Build lasting relationships
colleagues
VALUES
Professionalism
Honesty
Knowledge + Skills
Ethical
Willingness to continually improve
Responsibility to employer & clients
Realistic self-assessment
Productivity
SUCCESS FACTORS
Get companies to pay
WB project as incubator for CC
STRATEGIES
3. Develop Break Even Scenarios
2. Change Management Process
*Skills Development *Incentives
1. Marketing Strategy
DOMESTIC ~ Market Segmentation
*Donor Projects *Commercial Turn Around *Start Ups
*Investment Analysis *Privitization of SOEs *Financial Responsibility
INTERNATIONAL
*CIS countries
CLUSTER FACILITATION
CHALLENGES
Subsidies undercut full-price Consulting

marguerite casey foundation

RETREAT

Nov 28-30, 2007

AGENDA

WEDNESDAY

- 3:30pm - 8:00pm
  Orientation / Video

THURSDAY

- 9:00am - 10:00am
  Our Change Continuum

- 10:00am to NOON
  How We Work Together

BREAK

- 1:00pm - 1:30pm
  Context Moving Forward
- 1:30pm - 4:30pm
  Leveraging and Aligning Our Efforts

BREAK

- 7:00pm - 9:00pm
  Team Building Activity

FRIDAY

- 8:30am - 10:00am
  Leveraging and Aligning Our Efforts
- 10:00am - 11:00am
  Recaps and Agreements

- 11:00am - NOON
  Closing

OUTCOMES

- Concrete sense of how Team will work together and treat each other in doing the "work."
- Commitment and clear next steps for developing and nurturing a culture of inquiry, learning informed decision-making and continuous improvement.
- Collective understanding of the continuum along which change process occurs and agreement on key indices of progress towards realistic outcomes
- Articulation of key priorities and strategies for FY2008 and programmatic and operational implications
- Next steps and conversations identified and prioritized

Facilitates & accelerates the general way we receive, process, store & retrieve information, find patterns, etc.
TOUCHES OUR HUMANNESS...
DONE WITH HANDS NOT A MACHINE
REFLECTS HUMOR
Opens wider sense of perception
Introduces a sense of play.
Play is the only true way to learn.
PLATO
US AS
GRAPHIC
FACILITATION
"Science"
"Art"
HUMANS
ACCOMMODATES THE PRIMARY LEARNING/THINKING STYLES:
• VISUAL
• AUDITORY
• KINESTHETIC/SPATIAL
Can connect with material more quickly & effectively - "talking my language!"
BRINGS to LIFE METAPHORS, ANALOGIES & STORIES...
Natural ways we make meaning & find insight.
REFLECTS OUR REAL WORLD
More accessible & concrete than black & white text which is abstract.
More engaging & efficient!
STIMULATES the IMAGINATION
High levels of creativity & innovative thinking.

GRAPHIC ORGANIZING

- Beyond Recording
- Charting
- Workshop Method Documents
- Mind Maps
- Fish Bone
- Matrix

THE DISCIPLINES OF THE LEARNING ORGANIZATION

	SYSTEMS THINKING	PERSONAL MASTERY	MENTAL MODELS	SHARED VISION	TEAM LEARNING
Description	allows for the seeing of wholes and interrelationships rather than static snapshots. It is the process of removing boundaries within an organization and understanding its complexities. Its goal is to help people avoid the overwhelming feeling of resignation and victimization that they can't make a difference.	is the discipline of continually clarifying and deepening ones personal vision, of focusing ones energies, of developing patience, and of seeing reality more objectively. Rooted in Eastern and Western spiritual traditions, mastery is the way of connecting personal learning with organizational learning.	are deeply ingrained assumptions, generalizations, and images of the world, of the organization, and oneself that influence how we understand how things function. This discipline is the act of discovering those unconscious mindsets and opening them up to conscious change.	binds people around a common identity and sense of destiny. A genuine vision causes people to do things because they want to, not because they have to. Vision builders uncover pictures of the future that are common to all members and inspire commitment.	is a tool for raising the collective intelligence quotient of an organization above that of anyone in it. This discipline includes dialogue as a group and overcoming defensiveness that undermines group learning. Teams are the fundamental learning unit within an organization.
Principles	1. holism 2. interconnectedness 3. leverage 4. structure influences behavior	1. connectedness 2. generativity 3. vision 4. structural tension vs. emotional tension	1. love of truth 2. openness 3. espoused theory vs. theory-in-use 4. ladder of inference 5. balancing inquiry and advocacy	1. commonality of purpose 2. partnership 3. shared vision as a hologram 4. built on individual visions	1. collective intelligence 2. alignment 3. "dia-logos" 4. integrate dialogue and discussion
Skills	1. systems archetypes 2. simulation 3. intuitive sense	1. clarifying personal vision 2. making choices 3. current reality balanced with future vision	1. testing assumptions 2. planning as learning 3. distinguishing data from generalizations	1. visioning process 2. acknowledging current reality 3. listening to others 4. art of facilitation	1. suspending assumptions 2. surfacing one's defensiveness 3. "practicing"

Elements of an Effective Meeting

"Facilitating Basic Team Work"

July 29, 2010

PREPARATION	PURPOSE	LEADER	AGENDA	PROCESS	OUTCOMES
Coming to meeting prepared	Clearly state expectations	Meeting facilitator	Send agenda ahead of time	Sharing in meeting	Something achieved
Well-structured ground rules	Agenda in advance & goal understood	Someone in charge & timekeeper	Topic focused discussion – no personnel talks	Everyone contributes	Participants take away newly acquired knowledge or skill
Understand your role	Clearly stated objectives	Meeting time concerned	Clear goals	Honesty	Next steps with dates for delivery
Right people present	Objectives clearly stated	Open-ended questions	True reason to meet	Questions of clarity	
Decision-makers are present	Clearly state purpose & outcome	Well-trained group facilitator	Distribute agenda in advance	People being receptive	
Right people at the table	Establish type of meeting upfront	Well-facilitated	Well-prepared agenda	OK for observations	
Meeting held at a reasonable time (i.e., not 7am or after lunch)	Hope to achieve @ the meeting conclusion	Taking good notes		Deep analysis	
Safe environment				Good communication	
				Active listening	
				Being present	
				Passion	
				Participants are engaged	
				Eye contact	
				Listening to each other	

THE WALL OF WONDER

Associated Colleges of the

March 21, 2007

	50's	60's	70's	80's	90's	00's	Trends
The World in General	Cold War Rock 'n Roll McCarthy Hearings Baby Boom Interstate Highway System	Vietnam War Civil Rts. Movt. Moon Landing Sexual Revolution Beatles Sex, Drugs, Music	Bad Music (disco) Watergate Military Dictatorship More Cuban Missile Crisis Women's Mvt. Energy Crisis Rise of Conservatism	ME generation Computers Regan Revolution Conservative Movement	End of Globalization E-Mail Internet Gulf War I E-Commerce	World Wide Web Terror/War 9/11 War Rise of Popular Technology (MP3, YouTube, etc.) Baby Boomers turn 50/60	Technology Globalization Increased global conflict Cut backs in public finance Environmental stress Immigration movement
The Field of Liberal Arts Colleges	Rampant Conformity Elite Complacency GI Bill Growth of State Universities In Loco Parentis	Baby Boom Diversity Initiatives Protest Co-Ed Dorms	Loose requirements Government financial aid peaks Social Liberalization Rise of Careerism	Conservative Government Funding for Interdisciplinary Movement	Internation-alization of Curriculum Information Literacy Experiential Learning Technology becomes more widely available to college students	Globalization On-Line Learning Off-campus grows exponentially Tuition Discounting	Globalizations – of class-room, settings, on-campus p[programs Technology Cost of Education (decline of public support) Green Campuses Seen as a Private Good
ACM	Founding of ACM Presidents meet to form ACM Athletic Cong. Small Assoc. of Presidents	First OCS Programs ACM began off-campus programs programs created with program money	Grants & started International programs multiply	Faculty Development Program Creation of New Programs Growth of Conferences more off-campus CAP & Russia Falling Enrollments on some campuses	Internet Communications Diversity Program (MSAC)	Global Partners Enrollments decline NITLE Instructional Technology New Officer New President End of and Urban Education Program	Search for efficiencies Decrease emphasis on off-campus study Drive to keep money on campus Short off-campus programs Tension bet/ haves and have-nots (less level playing field)

SITUATIONAL ANALYSIS
Associated Colleges of the
March 21, 2007

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
➢ Reputation and relationships ➢ Communication with high school students ➢ Diverse perspectives ➢ Reputation in off-campus study ➢ Reputation ➢ Relationships ➢ Shared values (liberal arts) ➢ Relationships: faculty, staff, administrators ➢ Reputation: trust and quality ➢ Relationships with campuses ➢ Faculty Development Initiatives	➢ Lack of direction – where are we headed? ➢ Communication within office and in larger consortium ➢ Transitional phase ➢ Lack of communication / recognition ➢ Uncertainty about income ➢ Marginal status ➢ Communication in silos ➢ Uneven resources among members ➢ Deficits and high costs	➢ New collaborative opportunities ➢ Technology ➢ Financial pressures encourages collaboration ➢ Technology fosters sharing ➢ Location of schools around major cities ➢ New locations for OCS ➢ Additional members ➢ Transitional phase ➢ Re-branding ➢ More opportunities for students, beyond OCS program ➢ Change in staff (re-conceptualization) ➢ New programs; revitalize current programs	➢ Varying campus agendas ➢ Anxiety/Distrust currently from people on campuses ➢ Deteriorating relationships with people on the campuses ➢ Speed of change ➢ Financial pressure ➢ Schools leaving the consortium ➢ Loosing market share of OCS program ➢ Change in Staff: loss of institutional memory and relationships ➢ Possible departure of members ➢ Stabilization within administrative office; all Pos leaving ➢ Intense OCS competition

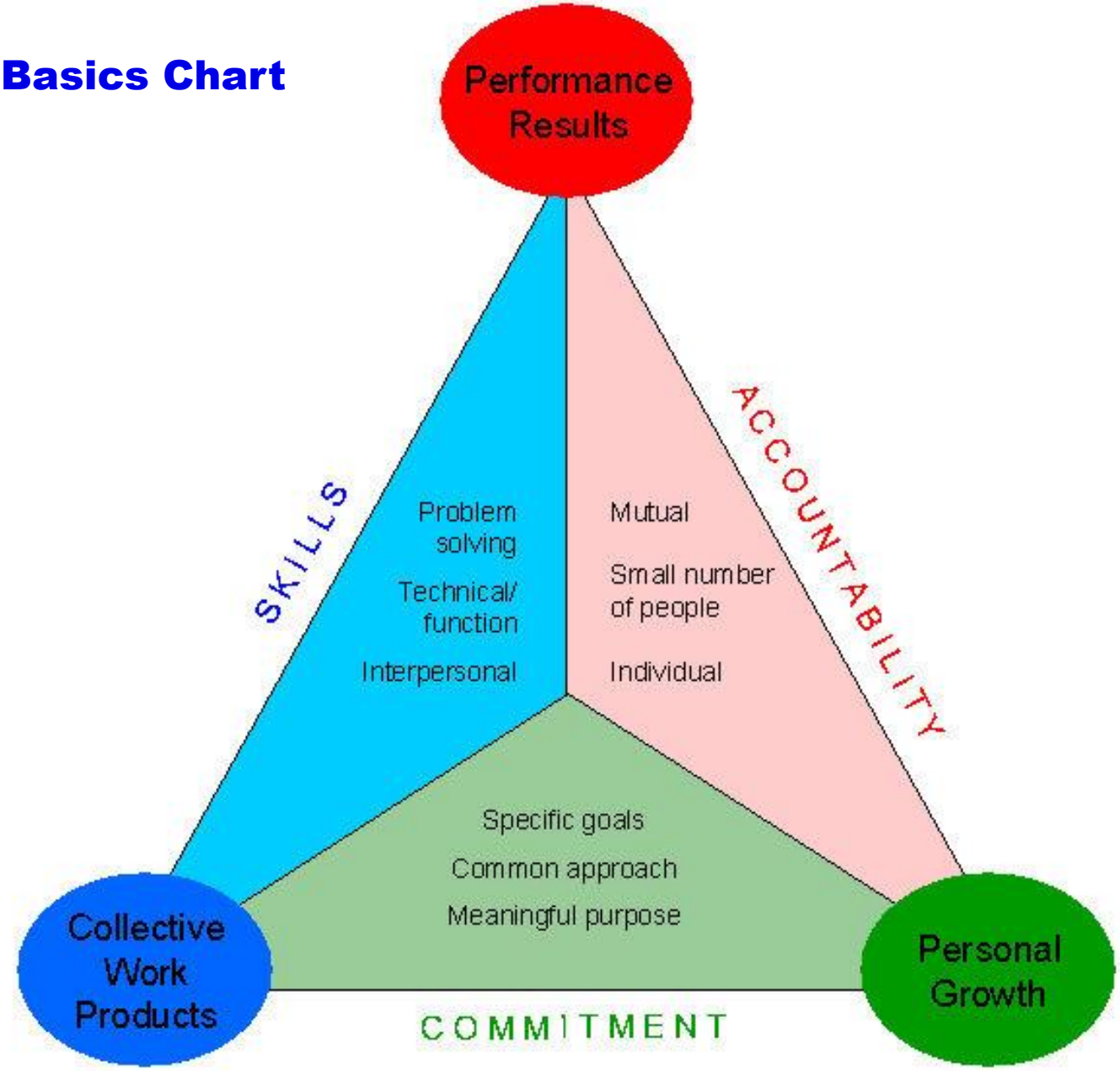
<u>Animal:</u>
Spider
Pack of dogs
Panda

<u>Landscape:</u>
White Water Rapids
Melting Icebergs

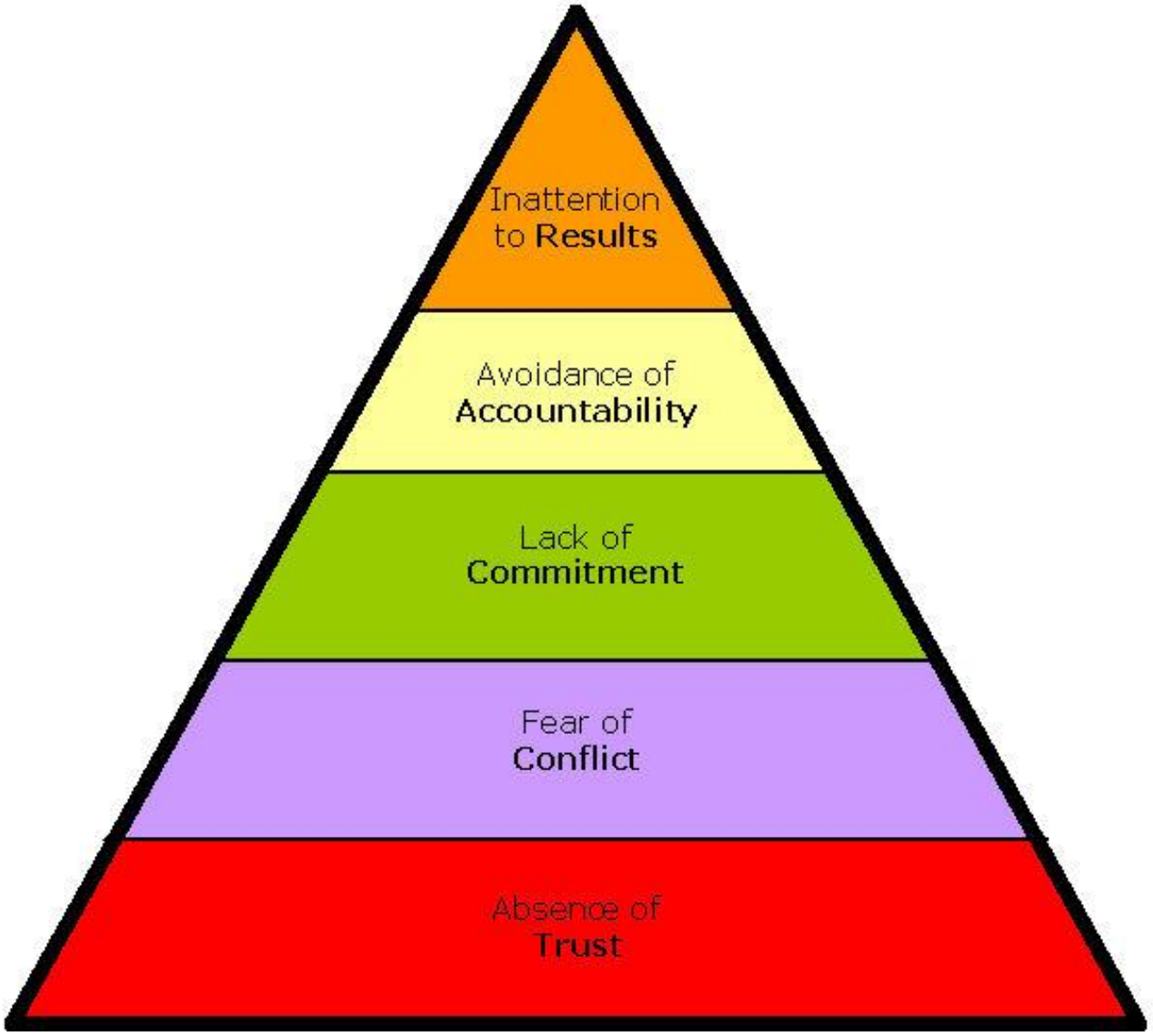
BRADFORD GROUP – SUPPORT PARTNERS
"AGENCY-ORIENTATION" VISION

I. FOSTER A COLLABORATIVE ENVIRONMENT			I. CLARIFY THE STRATEGY CONTEXT			I. ARTICULATE THE WORK FLOW PROCESSES		
A. TWO-WAY COMMUNICA-TION STRUCTURE	**B. PARTNERSHIP CULTURE**	**C. CONFLICT RESOLUTION PROCESS**	**D. WELL - DEFINED SERVICE OFFERINGS**	**E. CLEAR CORPORATE & BUSINESS UNIT STRATEGY**	**F. PRIORITY RESOURCE ALLOCATION PROCESS**	**G. BEST PRACTICES FOLLOWED**	**H. DEFINED & IMPROVED WORK FLOW PROCESSES**	**I. CONTINUOUS IMPROVE-MENT ORIENTATION**
➢ Communi-cate New Rules Concise Communications within Exec. level throughout organization ➢ Clear Communica-tion Network: Client to/from agencies ➢ Clients provide needed information	➢ True Team Orientation with commitment well beyond exec. level ➢ Executive Partnership: mutual respect, trust, appreciation & realistic expectations ➢ Respect & appreciation that goes both ways ➢ Alternative views does not mean we are in conflict	➢ Open Communica-tion and willingness to consider alternative approaches ➢ Mutual understand-ing of resource capacity & timeframes (reality checks)	➢ Known value of our services ➢ We need to define our services ➢ Have known boundaries	➢ Understand the vision and competency of the groups we support and of how what we do can add value ➢ Agreement on corporate vision ➢ Goals/ Directions enterprise and BU levels ➢ Definition of core services of "sub-agency" units vs. overall principles ➢ Projects must be consistent with corporate goals	➢ Clients must prioritize projects ➢ Prioritiza-tion of competing demands for limited resources ➢ Expressed process for priorities ➢ Realistic expecta-tions of time needed	➢ Defined processes and authority on both sides of the structure ➢ Best Practices defined and kept ➢ Conflicting expectations of management vs. the marketing groups on deliverables	➢ System modifications to support change and growth ➢ New Project Justification: process, resource allocation ➢ Work Flow clearly defined: chain of command, communication, etc. ➢ Defined project management and change management ➢ Be Proactive; don't wait for crisis ➢ Integration of priorities, process, & service delivery between support groups to meet the needs of the corp.	➢ Regular Review of services, processes, and structure ➢ Hunger for a continuous level of improve-ment in service & efficiency ➢ We may need to reorganize our groups
3	4	2	8	8	2	2	9	1

Team Basics Chart



The Five Dysfunctions of a Team

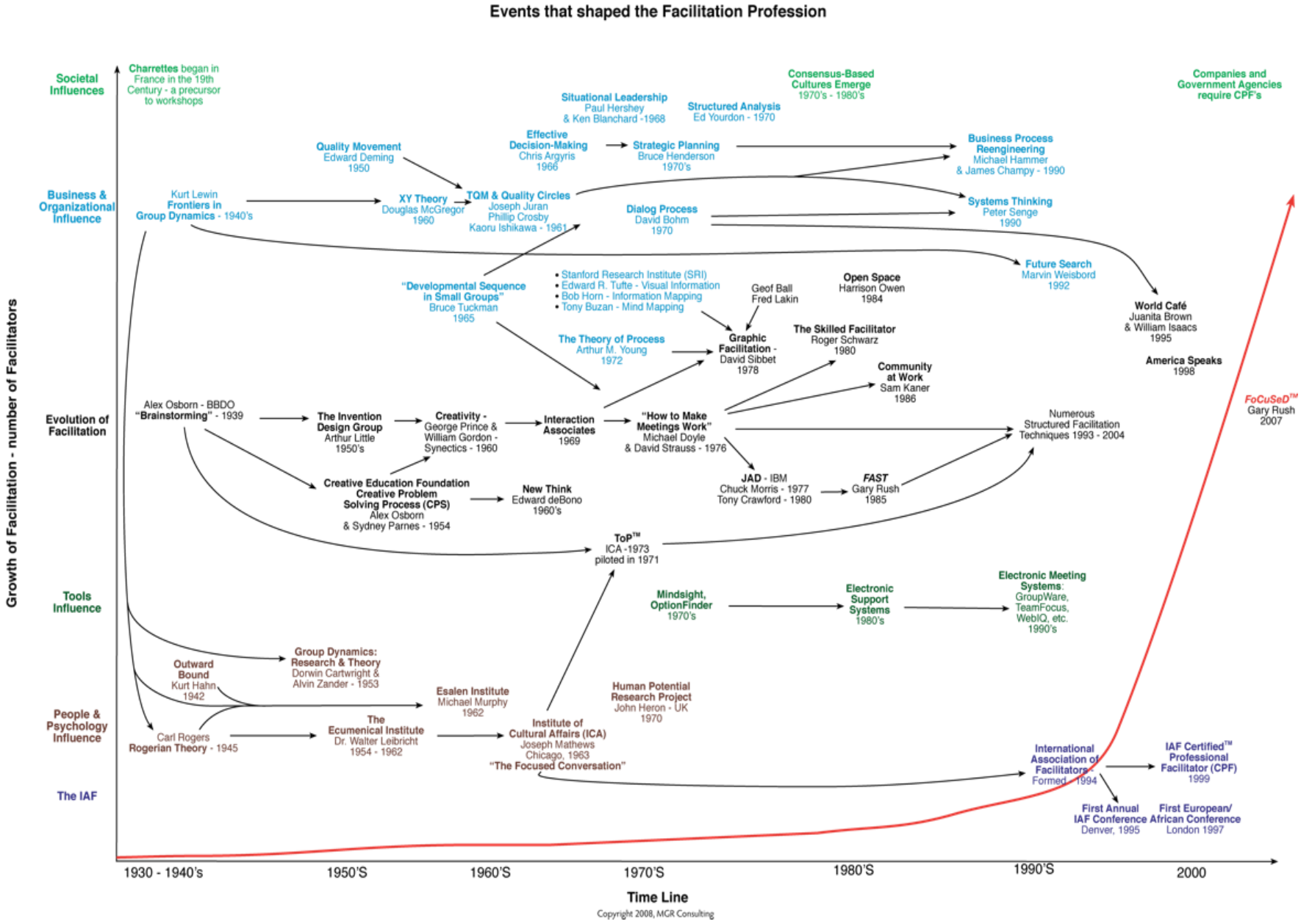


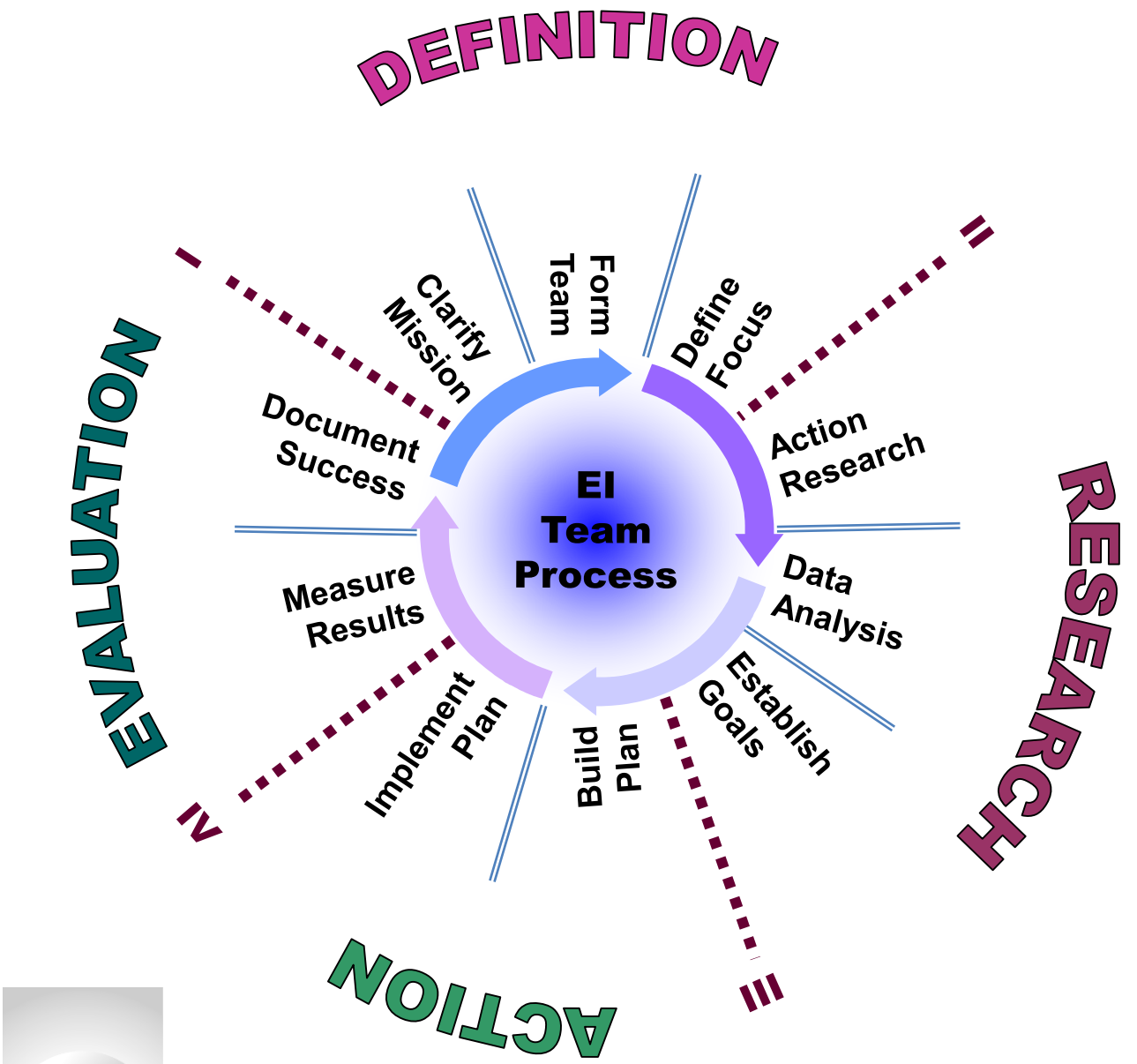
ADDRESSING THE DYSFUNCTIONS OF TEAMS

Dysfunction	Absence of Trust	Fear of Conflict	Lack of Commitment	Avoidance of Accountability	Inattention to Results
Description	Weaknesses concealed Hesitation to ask for and give help Conclusion-jumping Failure to use others' skills Meetings dreaded	Boring meetings Internal politics thrive Controversial topics ignored Fail to tap into opinions Posturing	Ambiguous direction and priorities Consensual over-emphasis Revisiting previous decisions Windows of opportunity close	Mediocrity tolerated Deadlines missed Over-reliance upon team leader Varying standards of performance tolerated	Fail to grow Stagnate Achievement-oriented employees leave Over-emphasis on Individual careers and goals
How to Address	Admit vulnerabilities Ask for help Accept questioning Give benefit of doubt Appreciate one another	Lively, interesting meetings Extract team members' ideas Solve problems quickly Minimize politics Put critical issues on table	Clarity about direction and priorities Align team around objectives Learn from mistakes Take advantage of opportunities	Pressure poor performers Question unhesitatingly Expect high standards Avoid excessive bureaucracy	Retain best employees Minimize individualistic behavior Avoid distractions Celebrate success Feel failure
Methods	Personal histories exercise Personality profiles 360-degree feedback	Mining Real-time permission	Cascading messaging Deadlines Worst-case scenario analysis	Publication of goals and standards Regular progress reviews Team rewards	Public declaration of results Results-based rewards
Role of the Leader	Demonstrate vulnerability and do not punish vulnerability of team members	Avoid premature interruption of disagreements Allow resolution to occur naturally, however messy	Be comfortable with making a decision that turns out to be wrong Constantly push for closure on issues	Allow the team to serve as primary accountability mechanism Serve as ultimate arbiter of discipline	Set the tone for a focus on results Be selfless, objective, reserve awards for those who deserve it

Adapted from ***The Five Dysfunctions of a Team: A Leadership Fable***, Patrick Lencioni, 2002, SF: Jossey-Bass

The Development of the Field





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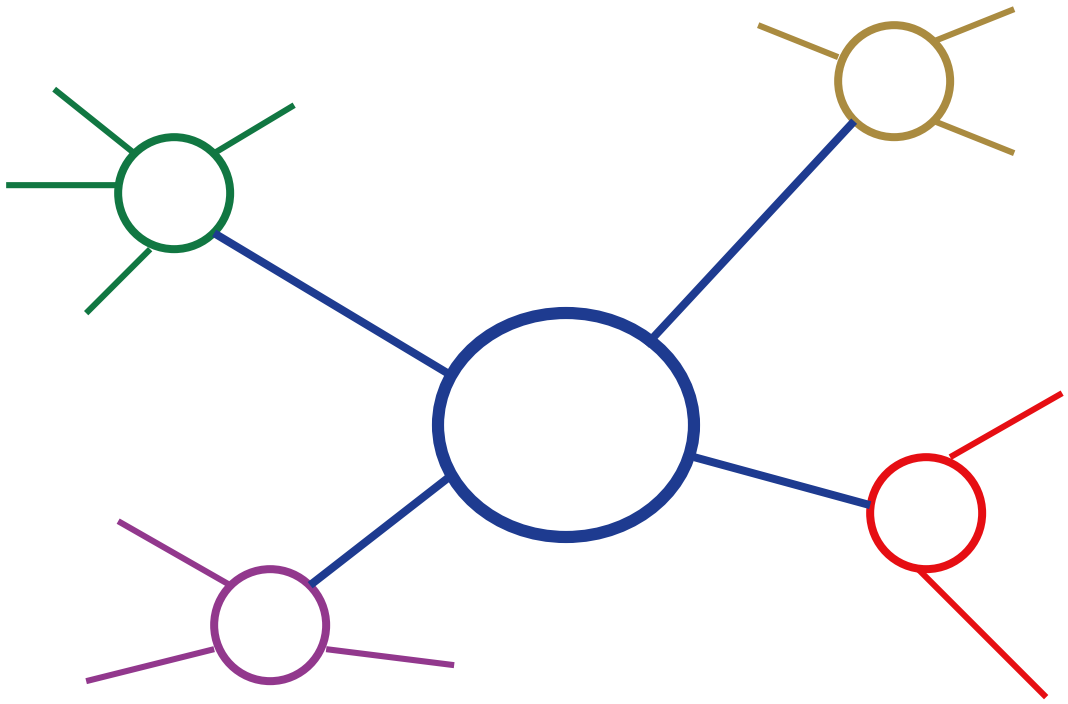
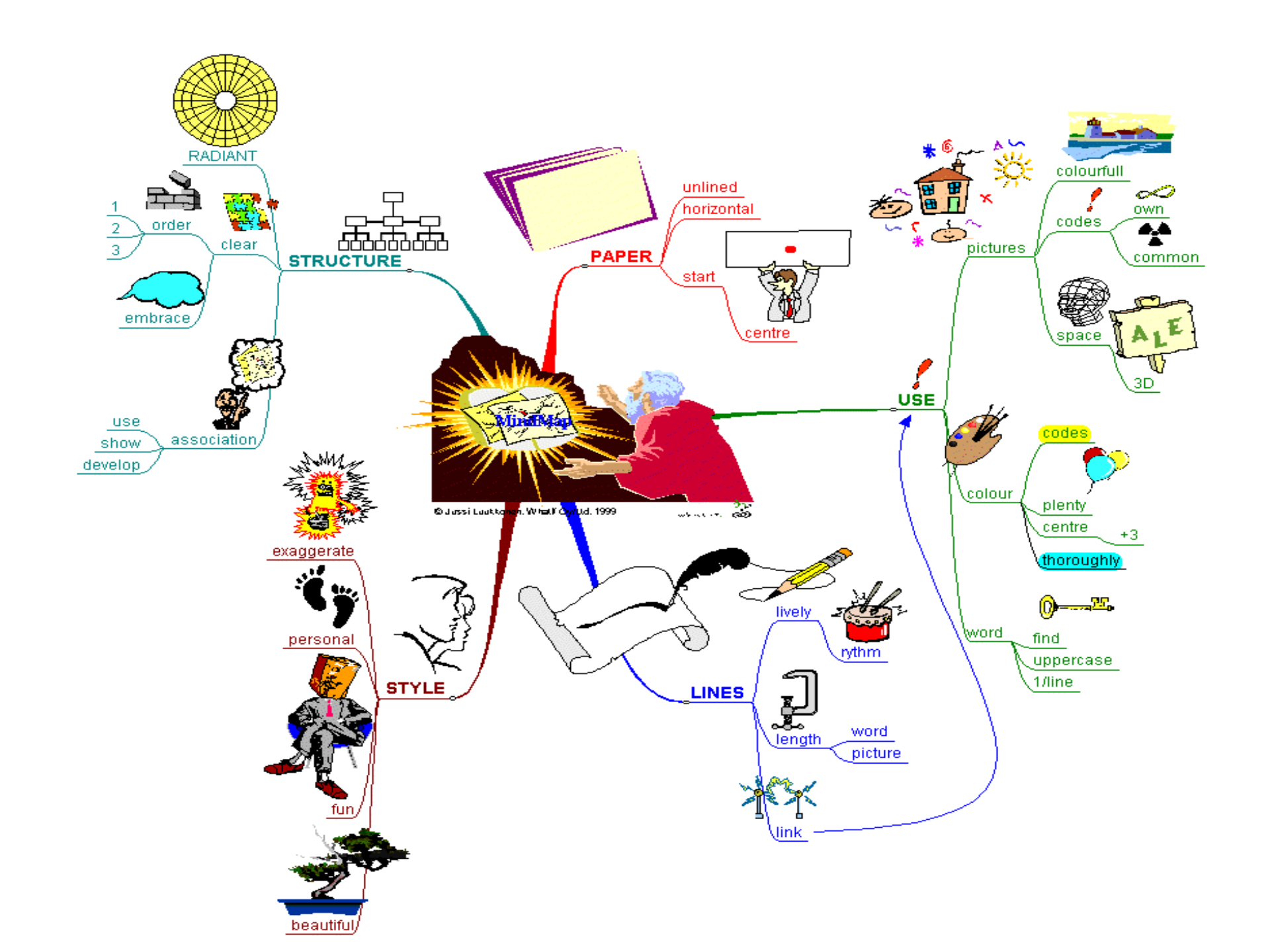
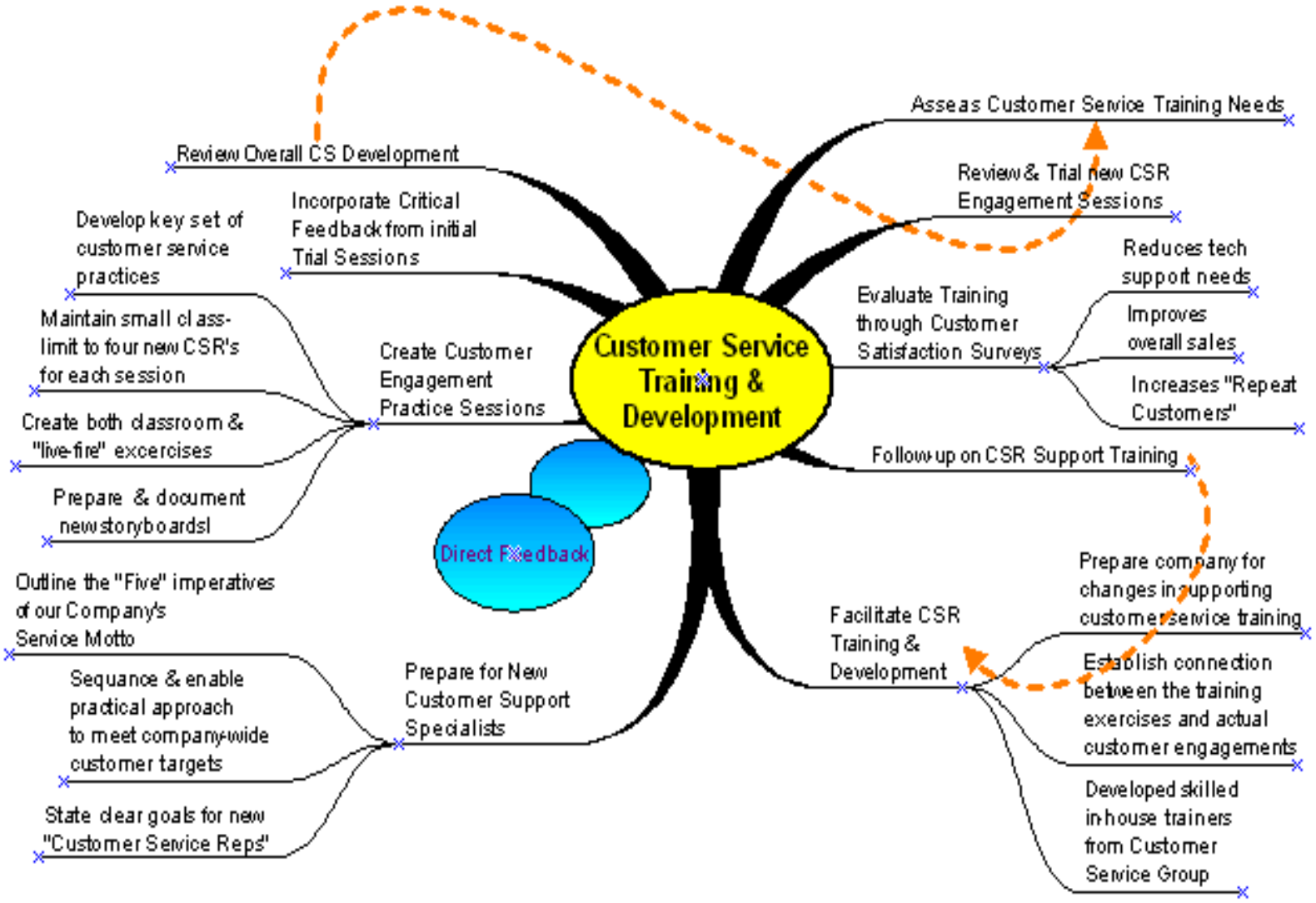
GRAPHIC ORGANIZING

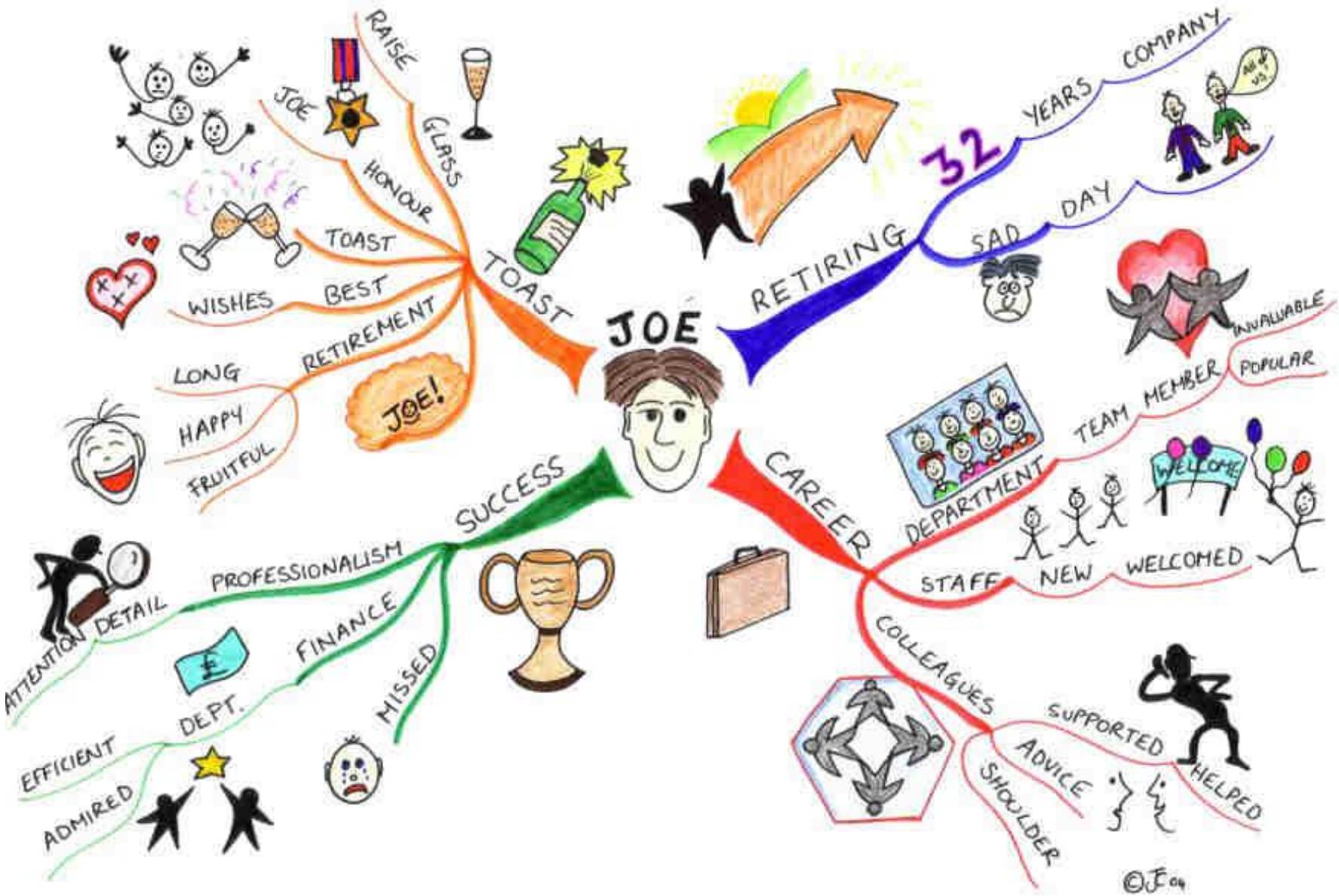


MIND MAP

Mind Map Guidlines
Clarity
heirarchy
order
outlines
Center
Start
image
of topic
at least 3
3 colors
Style
personal
develop
Use
Links
Colors
Emphasis
images
codes
dimension
Keywords
print
case
UPPER and lower
lines
organised
central
thicker
more important
outer
thinner
less important
for each
word
image
alone
connect
center
radiate out
style
organic
free flowing
length
same as
word
image


RADIANT
STRUCTURE
1
2
3
order
clear
embrace
use
show
develop
association
PAPER
unlined
horizontal
start
centre
MindMap
© Jussi Luuttonen, Wheel Oy Ltd. 1999
USE
pictures
colourfull
codes
own
common
space
3D
colour
codes
plenty
centre
+3
thoroughly
word
find
uppercase
1/line
exaggerate
personal
STYLE
fun
beautiful
LINES
lively
rythm
length
word
picture
link


Customer Service Training & Development
Asseas Customer Service Training Needs
Review & Trial new CSR Engagement Sessions
Review Overall CS Development
Incorporate Critical Feedback from initial Trial Sessions
Develop key set of customer service practices
Maintain small class-limit to four new CSR's for each session
Create both classroom & "live-fire" excercises
Prepare & document new storyboards!
Create Customer Engagement Practice Sessions
Evaluate Training through Customer Satisfaction Surveys
Reduces tech support needs
Improves overall sales
Increases "Repeat Customers"
Follow-up on CSR Support Training
Direct Feedback
Outline the "Five" imperatives of our Company's Service Motto
Sequance & enable practical approach to meet company-wide customer targets
State clear goals for new "Customer Service Reps"
Prepare for New Customer Support Specialists
Facilitate CSR Training & Development
Prepare company for changes in supporting customer service training
Establish connection between the training exercises and actual customer engagements
Developed skilled in-house trainers from Customer Service Group


JOE
TOAST
RAISE
GLASS
HONOUR
JOE
TOAST
WISHES
BEST
RETIREMENT
LONG
HAPPY
FRUITFUL
JOE!
RETIRING
32
YEARS
COMPANY
SAD
DAY
All of us?
INVALUABLE
CAREER
TEAM MEMBER
POPULAR
DEPARTMENT
WELCOME
STAFF
NEW
WELCOMED
COLLEAGUES
SUPPORTED
ADVICE
HELPED
SHOULDER
SUCCESS
PROFESSIONALISM
ATTENTION DETAIL
FINANCE
DEPT.
EFFICIENT
ADMIRED
MISSED
©J 04

Business Strategy

Futures Thinking

Strategic Intents

Corporate Culture
- Beliefs/ideals
- Mission Statements
- Vision
- Leadership
- Team work
- Logo's
- Image
- Flexibility/adaptability
- Change management

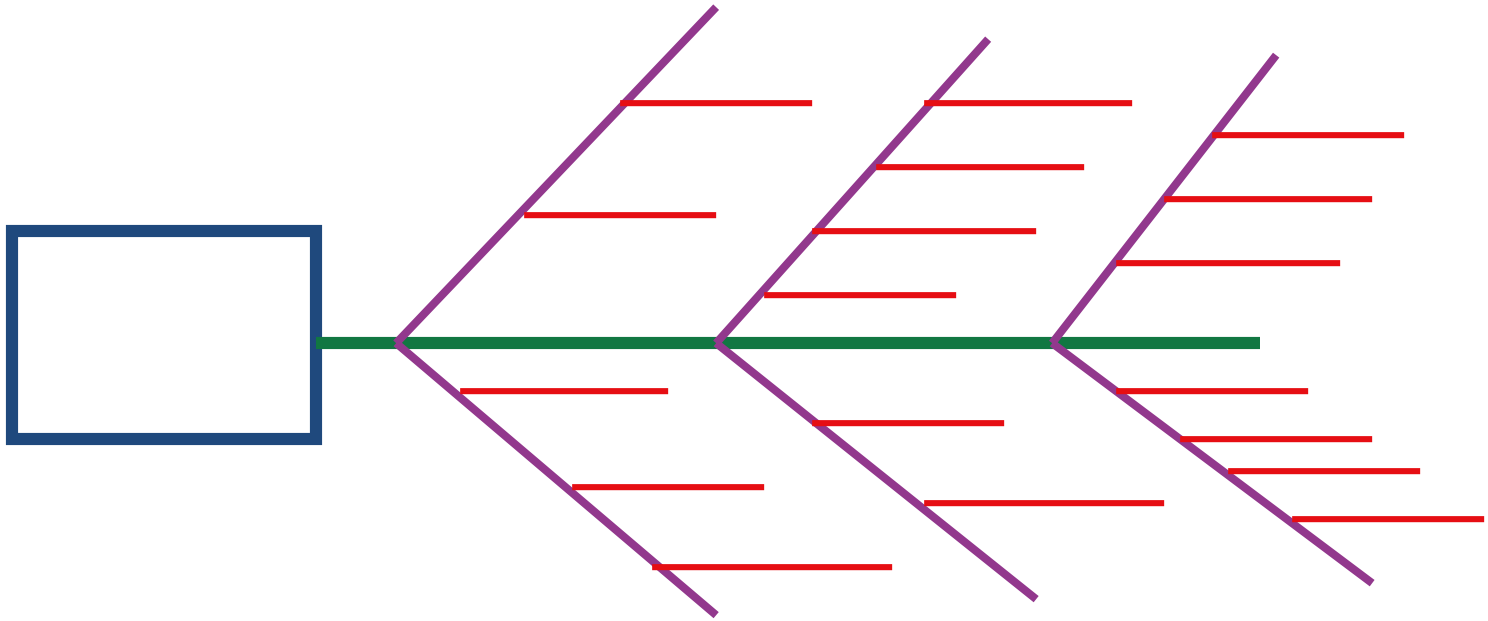
Strategic Planning
- Vision
- Goals
- Aims/Objectives
- Analysis
- Development
- Evaluation

Types of Strategy
- Competitive Advantage
- Cost Advantage
- Market Dominance
  - Internal growth
  - Acquisitions
- New Product Development
- Contraction/Diversification
- Price Leadership
- Global
- Reengineering
- Downsizing
- Delayering
- Restructuring

Analysis
- Core Competencies
- Core Business
- Required Inputs
  - Land
  - Labour
  - Capital
- SWOT
  - Strengths
  - Weaknesses
  - Opportunities
  - Threats
- PEST
  - Political
  - Economic
  - Social
  - Technological
- Five-Forces
  - Strength of Barriers to Entry
  - Extent of rivalry between firms
  - Supplier power
  - Buyer power
  - Threat from substitutes

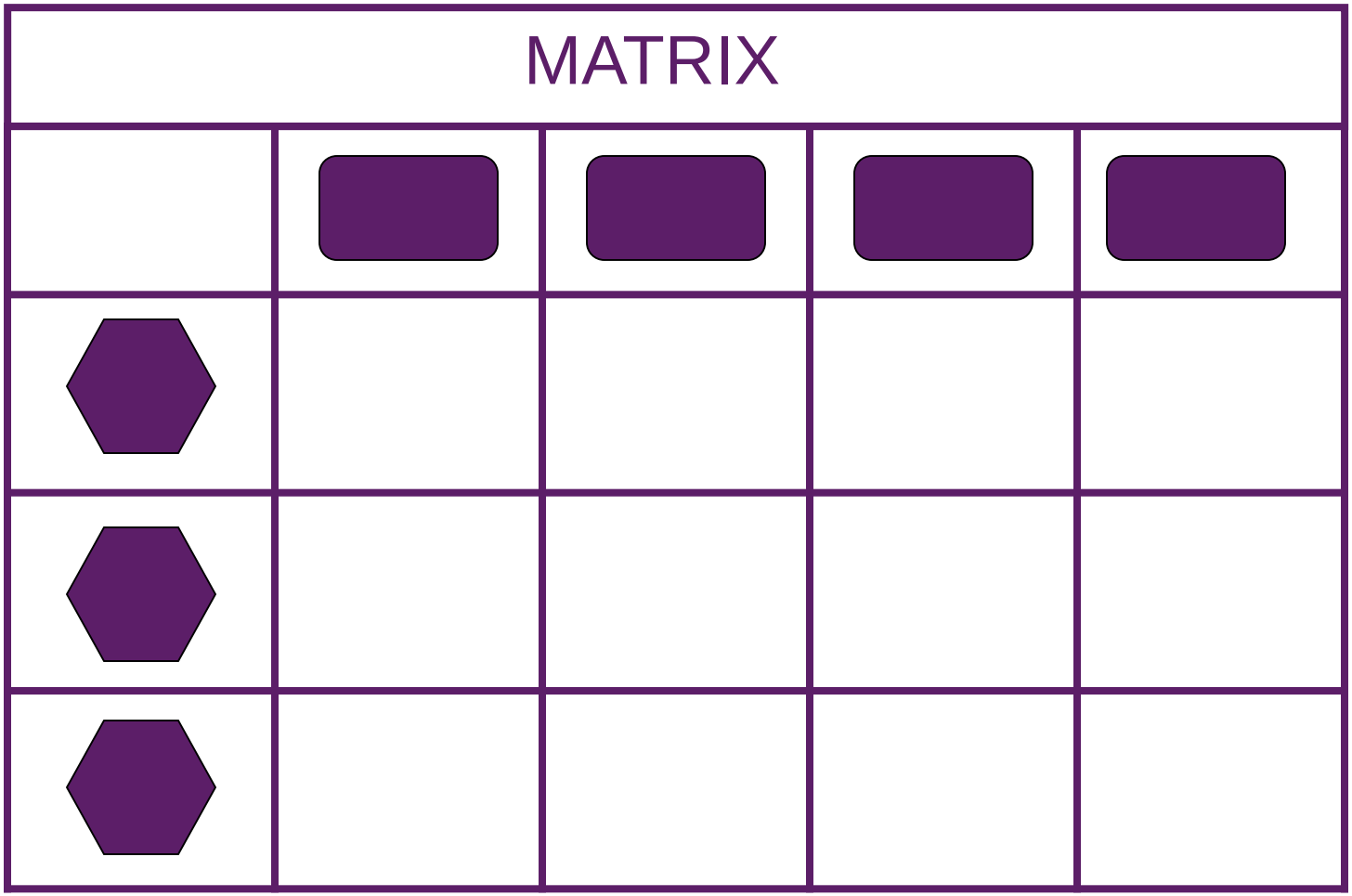
Evaluation
- Share Price
- Sales
- Profit
- Productivity
- Volumes
- Earnings
- Benchmarking
- Environmental/social audits
- ROCE

GRAPHIC ORGANIZING



FISHBONE

GRAPHIC ORGANIZING



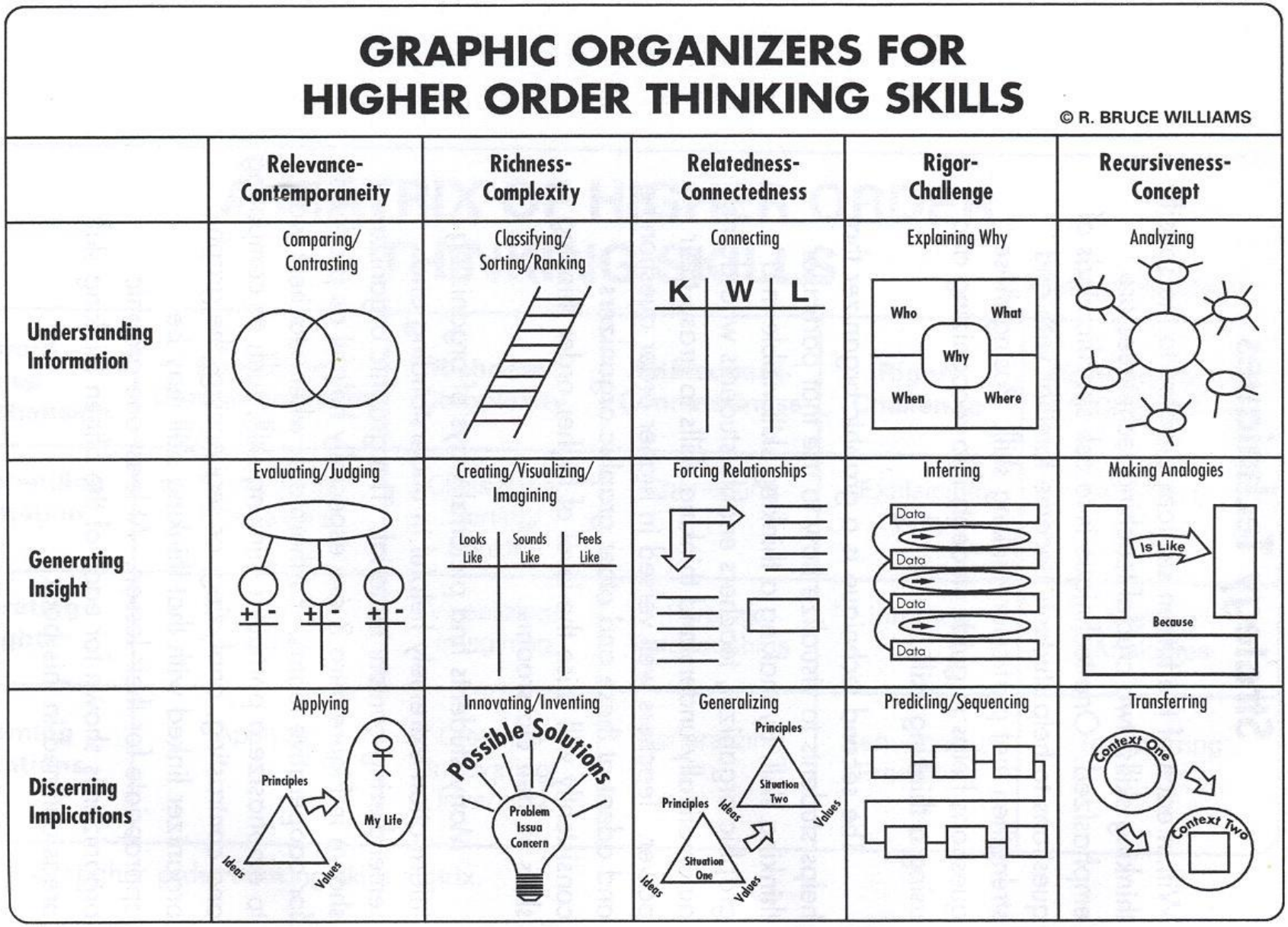


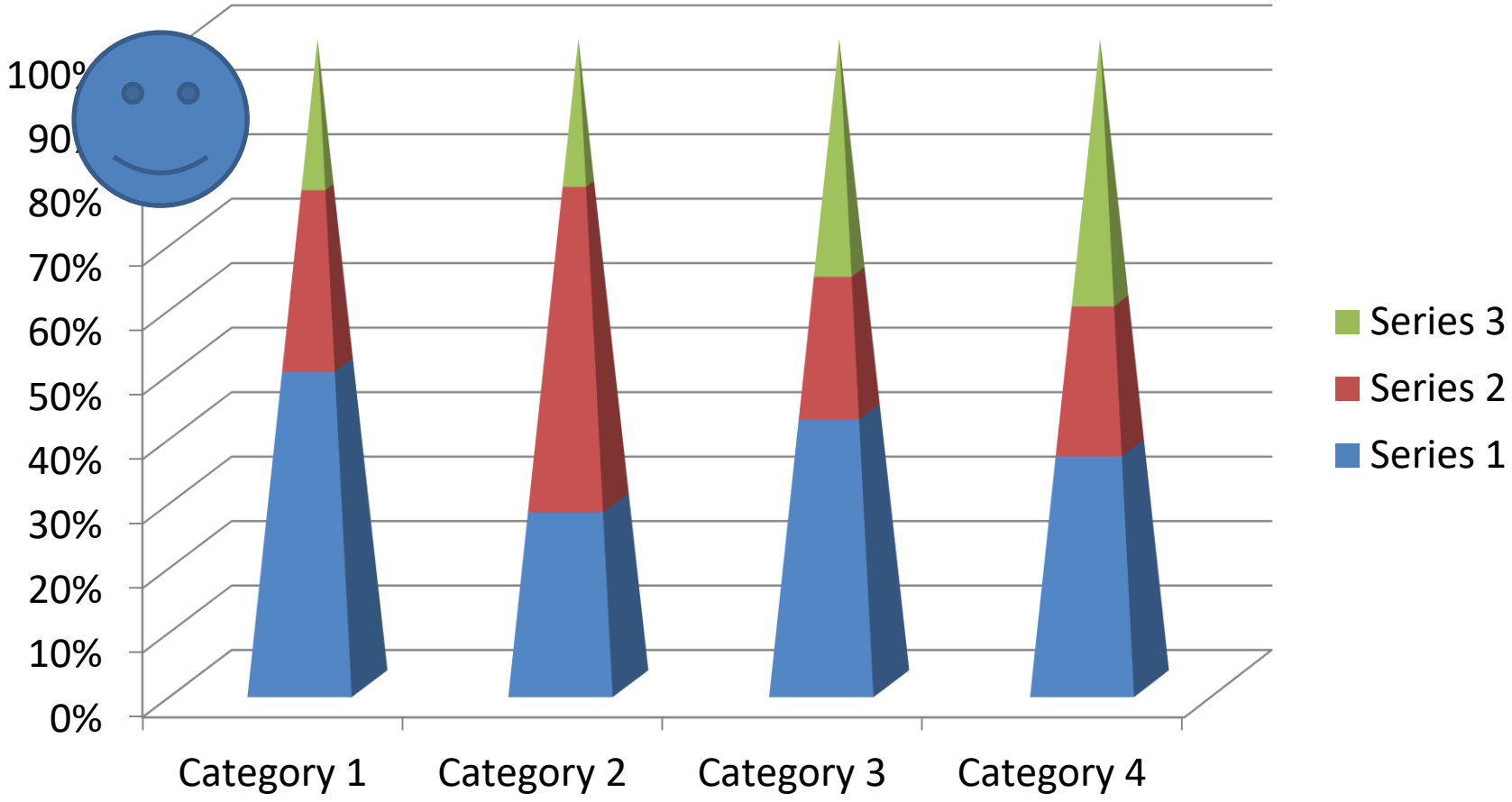
Figure Intro.3. Graphic organizers for higher order thinking

From *Higher Order Thinking Skills,* by R. Bruce Williams. 2003, Thousand Oaks, CA: Corwin Press, p. 14.

QUOTE

- **"Not only are students able to practice numerous thinking skills with graphic organizers, but they are also able to organize their thoughts and to capture their thinking visually."**

From *Brain Compatible Learning for the Block,* by R. Bruce Williams and Steven E. Dunn. 2008 (second edition), Thousand Oaks, CA: Corwin Press, p. 150.


100%
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60%
50%
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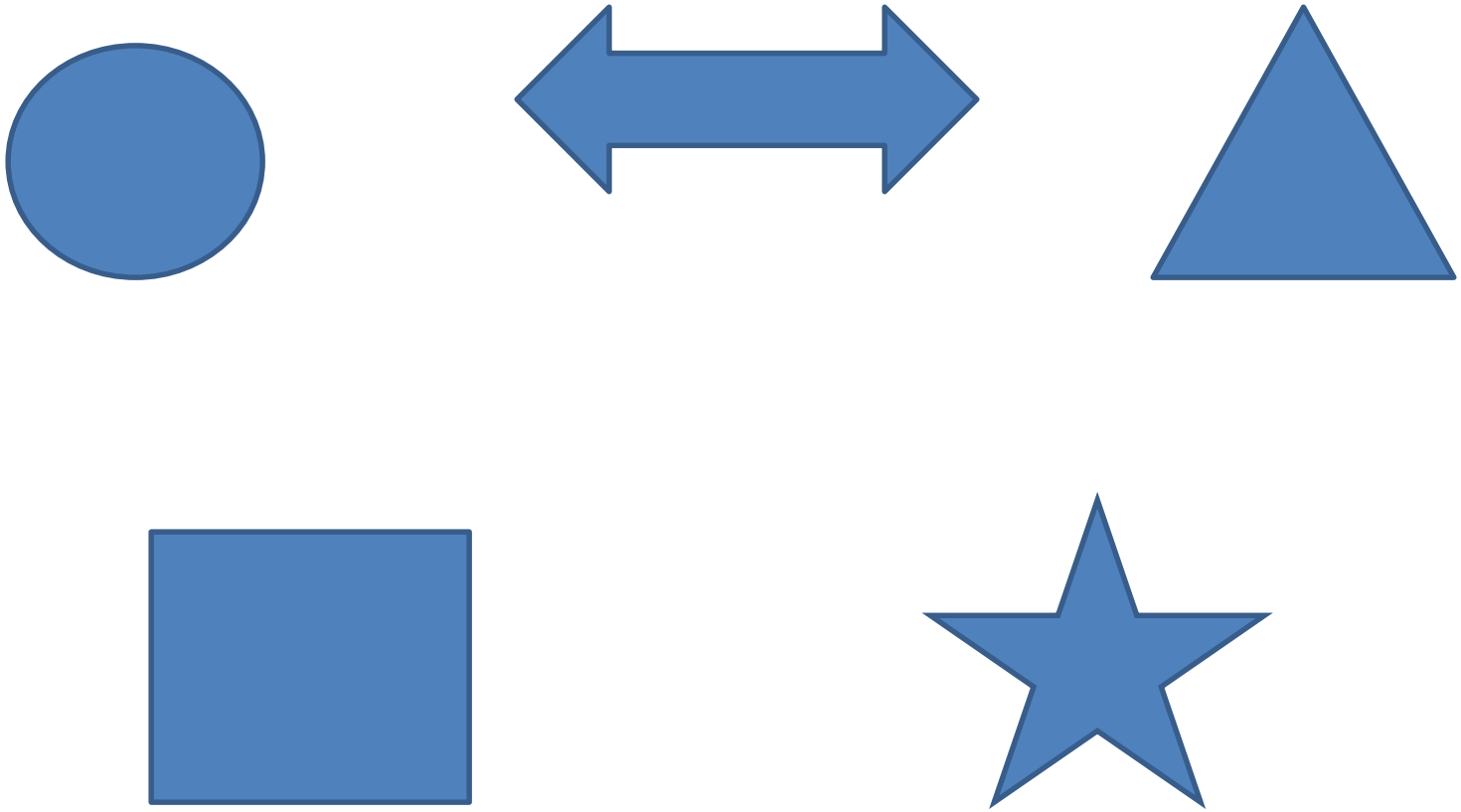
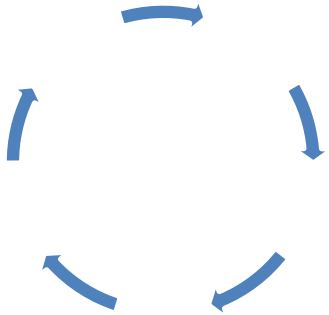
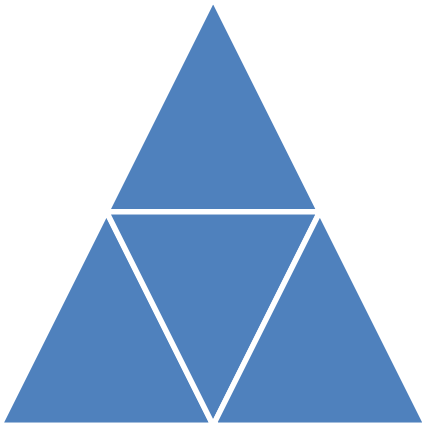
30%
20%
10%
0%
Category 1
Category 2
Category 3
Category 4
Series 3
Series 2
Series 1

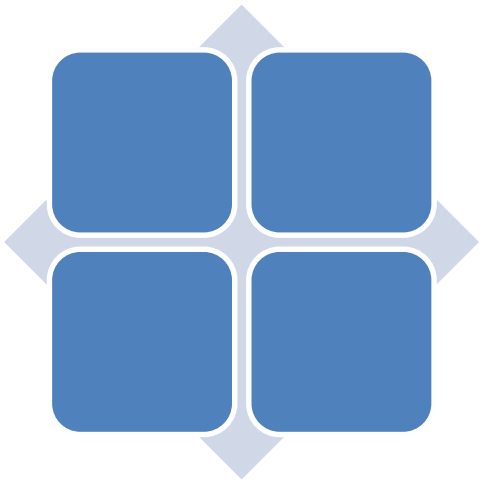
Let’s Try Some

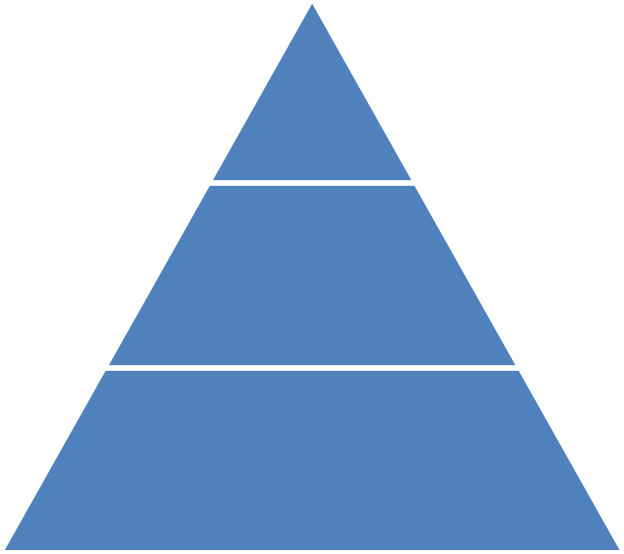


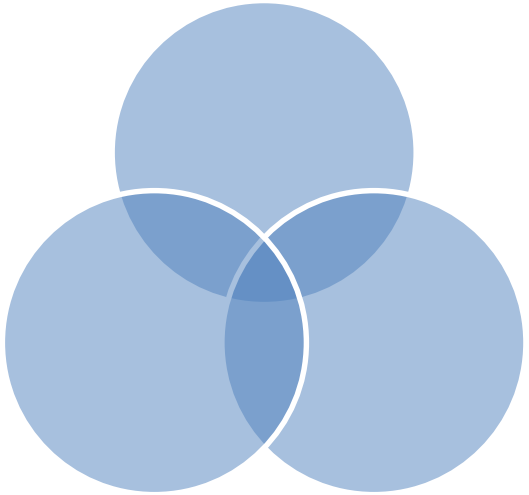
A Few More











Faces et. al.

Graphic Facilitation

- http://www.loosetooth.com/Viscom/gf.htm
- http://www.idiagram.com/ideas/graphic_facilitation.html
- http://www.chart-magic.com/
- http://graphicfacilitation.blogs.com/

Graphic Recording

- http://www.donbraisby.co.uk/graphic_recording.html
- http://www.theworldcafe.com/articles/graphicBenefits.pdf
- http://www.visualpractitioner.org/