PA 5920, Sec. 004
Visible Strategy Mapping
Course Syllabus

Prof. John M. Bryson
Friday and Saturday September 18 and 19, 2015
Humphrey 35 (first day) and 85 (second day)

9:00 am – 4:30 pm
Why do we engage in strategic planning?

“Strategic planning is a deliberative, disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it” (Bryson, 2011, p. 7 – 8.).
Cognitive Maps and Oval Maps Are Word-and-and-Arrow Diagrams

- The arrows mean “may lead to” or “will result in”
To Work Down a Chain of Arrows:

• Keep asking, “How would I do that?” or “What would it take to do that?
• The arrows should lead *from* “how” you would do something *to* what you want to accomplish
To Work Up a Chain of Arrows:

• Keep asking, “What would happen if I did that?” or “What would the consequences be if I did that?”

• The arrows should go *from* what you might to do *to* the consequences of doing it.
Use Mapping When:

• You are dealing with numerous ideas whose interconnections matter
• You want to tap into the best thinking of many people simultaneously
• You want to know how mission, goals, strategies and actions fit together
• You need help in sorting out a conflict
• You are not sure what to do, how to do it, or why
Class Plan

Friday September 18 – Humphrey 35

• 9:00 am – Noon
  – Introduction to course and to each other
  – Cognitive mapping
  – Theory of mapping

• Noon – 1:00 pm  Lunch

• 1:00 pm – 4:30 pm
  – Oval mapping
  – More on the theory of mapping
Class Plan (continued)

Saturday September 20 – Humphrey Center 85

• 9:00 am – Noon
  – Review of previous day
  – Enter cognitive map into Decision Explorer

• Noon – 1:00 pm  Lunch

• 1:00 pm – 4:30 pm
  – Decision Explorer work continued
  – Using mapping to help manage change
  – Review
  – Course evaluation
Readings and Assignments


• Supplemental information will be found in John Bryson, Fran Ackermann, Colin Eden and Charles Finn, *Visible Thinking*, Wiley, 2004; esp. Chapters 1, 2 and 10.

• Three copies of both books have been placed on reserve in Wilson Library.

• Additional supplemental information will be found in:

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The Assignment

The assignment is to prepare a 15 page paper (not counting a causal map included as an attachment) in four parts:

• Begin with a brief introduction
• Discuss cognitive mapping using the cognitive map you produced in class.
  – The cognitive map should have at least 25-30 concepts and seven levels.
  – Your discussion should cover:
    • the map’s purpose and contents,
    • how you produced it,
    • what you learned from it,
    • and what limitations the map and the process used to produce it might have.
• Then write a critique of cognitive and oval mapping in which you compare and contrast the two approaches; be sure to draw on the course text and/or other relevant readings.
• Conclude with a brief summary.
• Be sure your cognitive map is included with the paper!
• The assignment is due by 5:00 pm Friday, October 9, on the course Moodle site or via email to jimbryson@umn.edu