



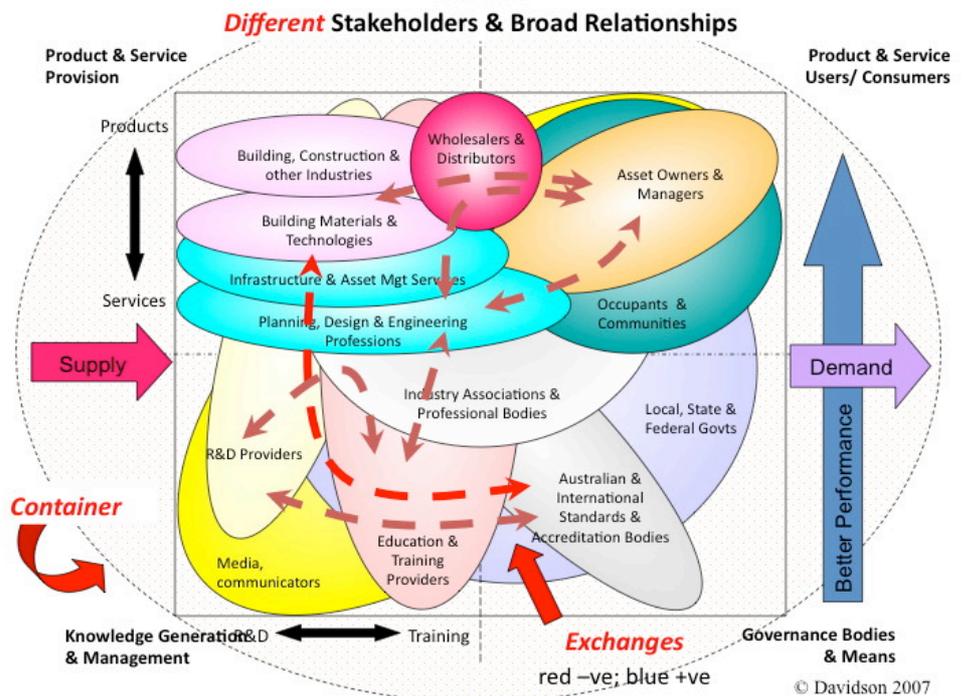
Collaborative tools, services and training

Meet smarter, not harder!

How to use a horrendogram

As used here, a horrendogram is not some weird & wonderful **medical test**, ordered up late on a Friday afternoon. In this case, it's a visual tool for generating, mapping and working effectively with lots of information and/or complex systemic relationships.

One way to use a horrendogram is to build it from scratch, with a group of stakeholders or similar. Another option is to use an existing map to help examine a system in new ways. Consider this "value network" diagram from my colleague **Neil Davidson**.



Here's a possible workshop flow for identifying strategic opportunities and partnerships, using the **underlying dynamics of facilitation**.

Open with purpose

Use both structure and content from the image to form the group and focus them on the task.

Divergent thinking

Use the various ellipse titles as "given categories" for a group brainstorm – to document the full set of stakeholders.

Build shared understanding

Locate each stakeholder on the map; discern the connections between them; describe current flows of information,

money or value between them, with a view to potential partnerships.

Convergent thinking

Discern relative importance of the flows. Identify and elaborate key areas from various perspectives. Articulate the range of strategic opportunities.

Close with purpose

Capture/image the overall system, in context. Articulate possible downstream projects or interventions. Document concrete next steps.

So, where have you used diagrams to help generate, process and make sense of data towards action? What went well/not so well? What did you learn for next time?

Please, go online to the **Smart Meetings blog** and share your thoughts.

Go well!

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System Dynamics:
Things today are the things of yesterday plus any changes. The changes are the result of the things of yesterday. Now extend this to tomorrow.

– William S. Bonnell

The Tao that is told is not the Tao.

– Tao Te Ching

The fundamental concepts that recur most often in biological, ecological, and economic models can easily be grouped into major categories: energy and its use; flows, cycles, and stocks; communication networks; catalysts and transforming agents; the readjustment of equilibria; stability, growth, & evolution. And above all, the concept of the system-living system, economic system, ecosystem- that binds all together all the others.

– Joel de Rosnay

training events coming up

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