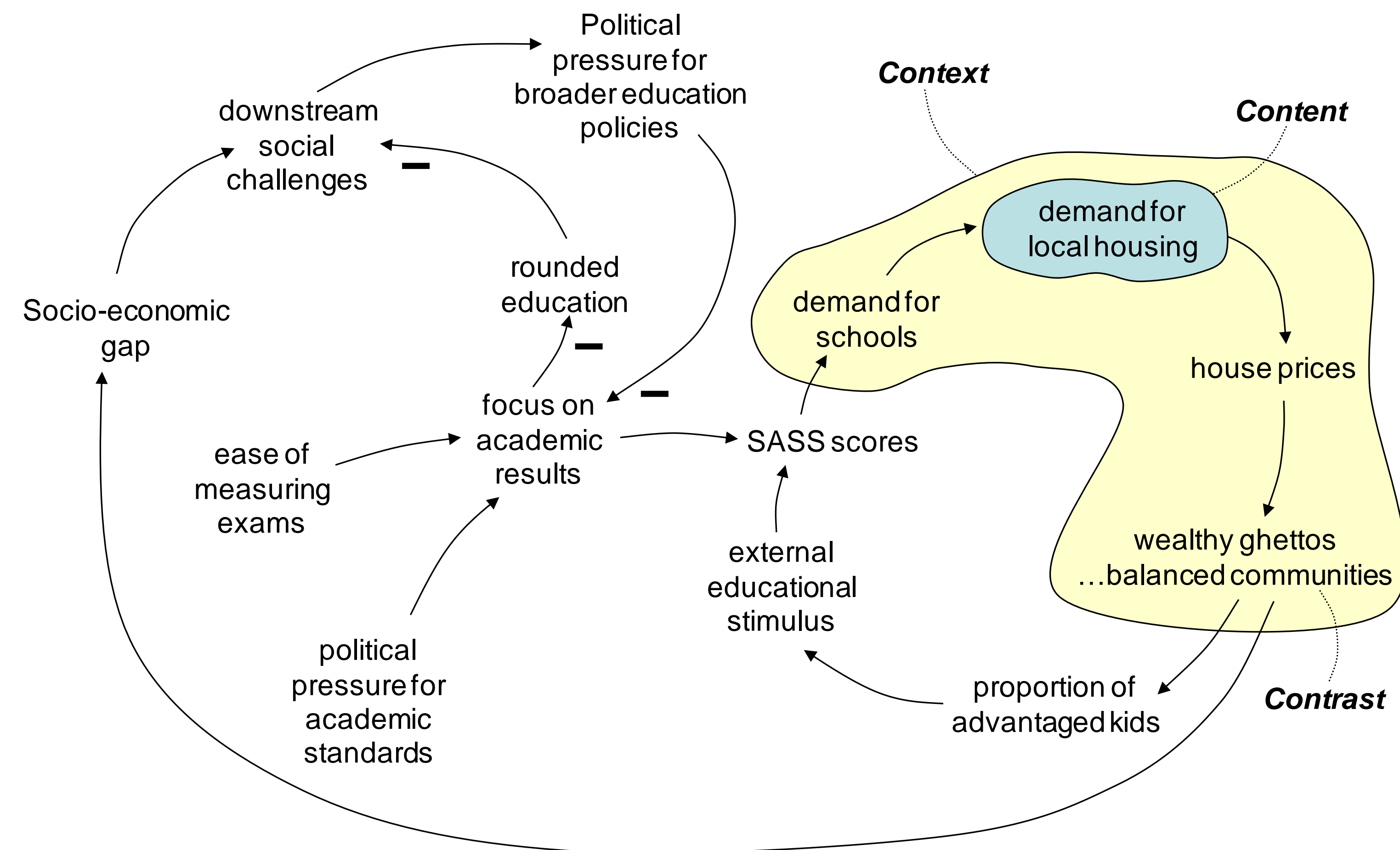
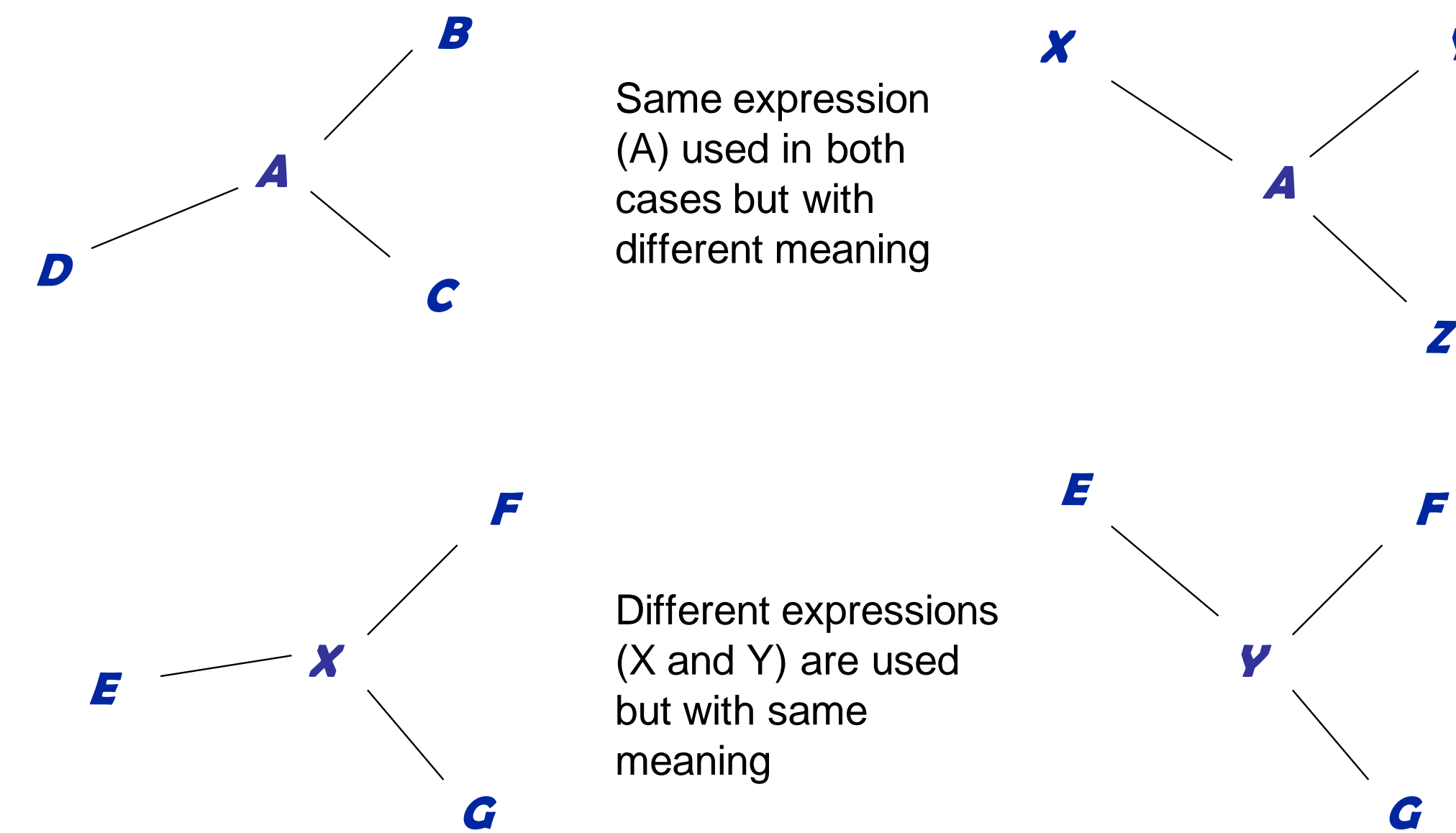


Cognitive mapping – managing strategic complexity

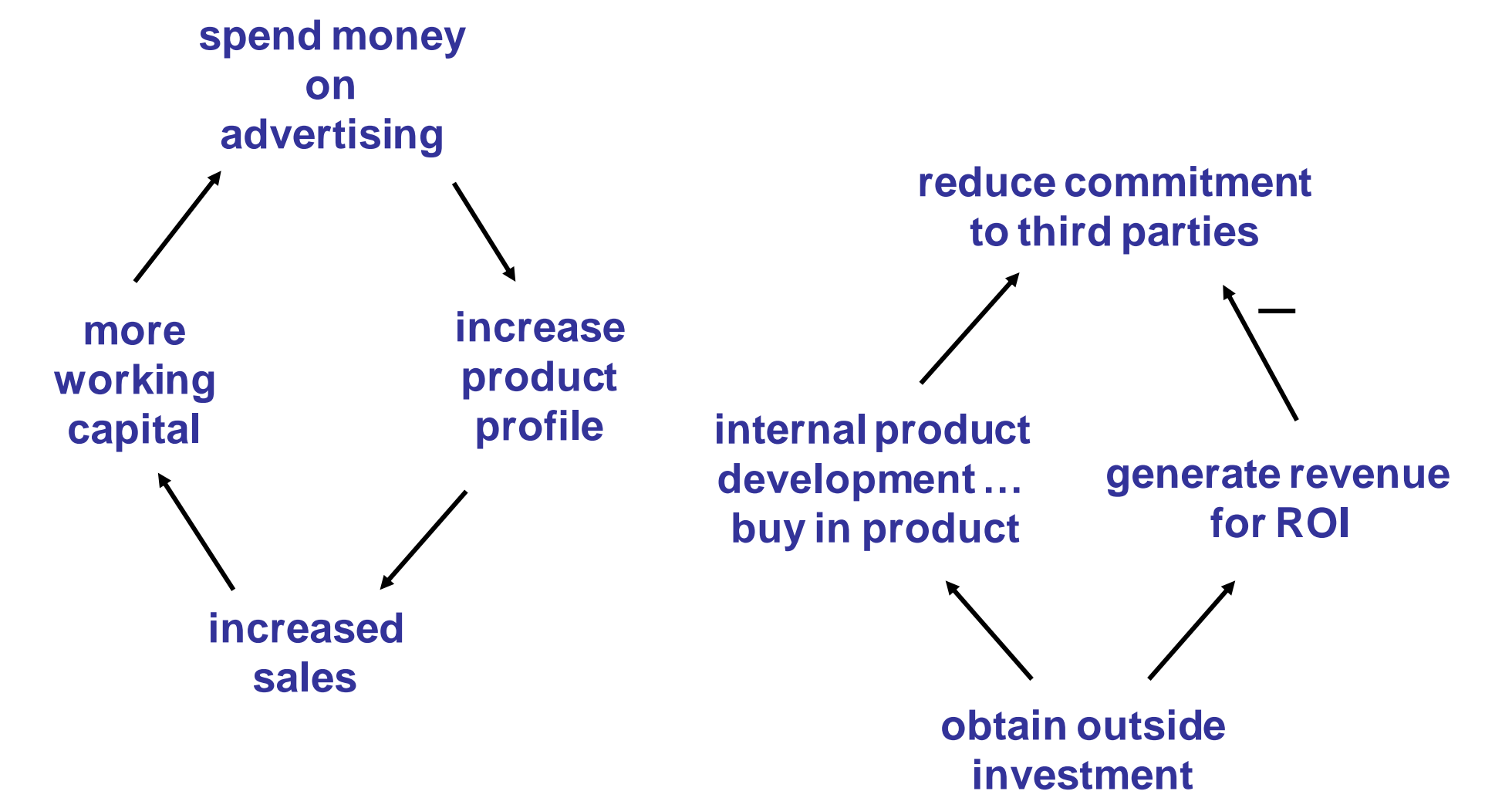
1 Cognitive mapping allows complex strategic situations to be managed effectively by capturing local insights and using graph-theoretical tools to uncover organizational insights



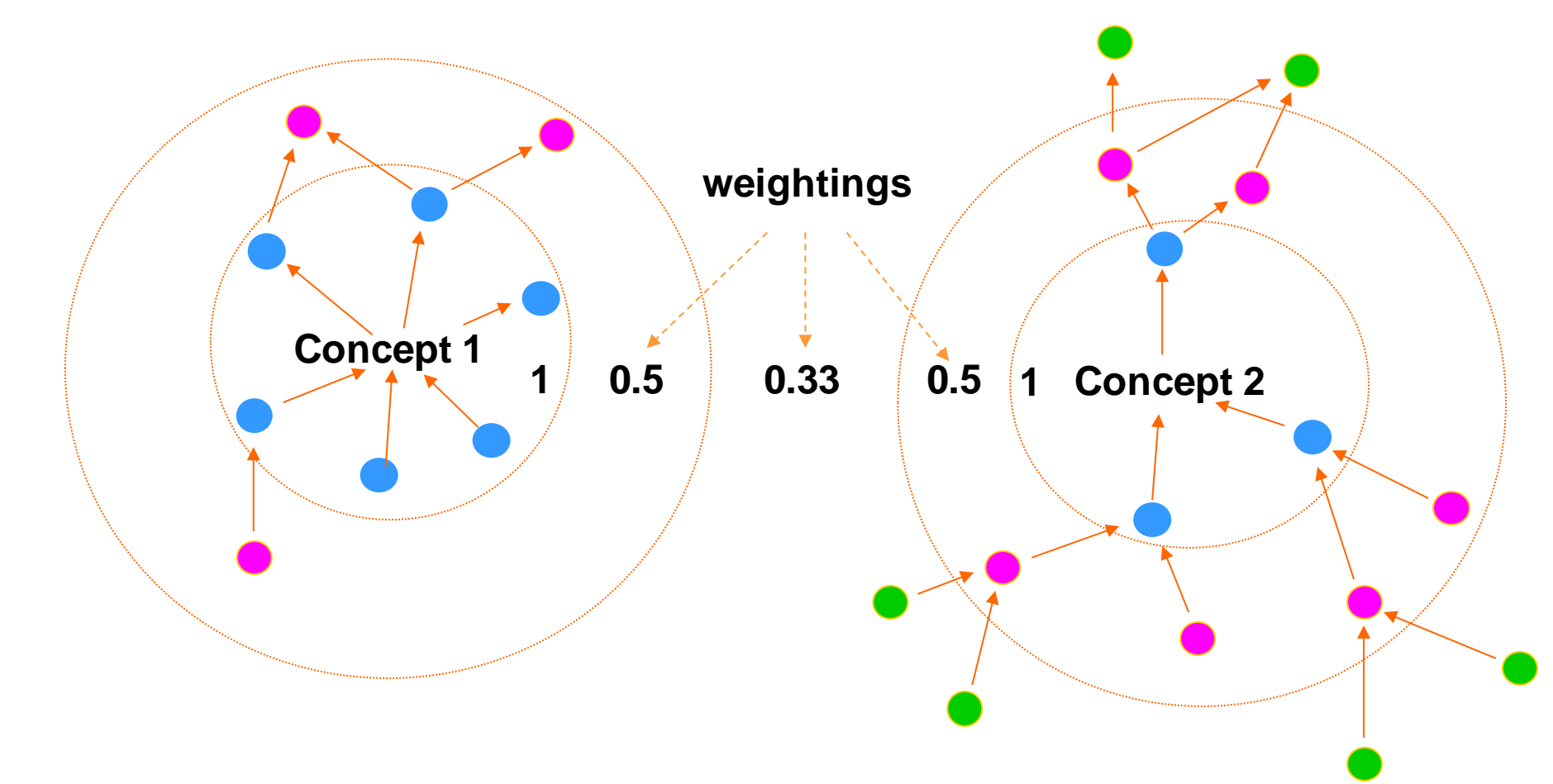
2 Interviews and workshops are used to elicit, and elaborate, a “cause and effect” model



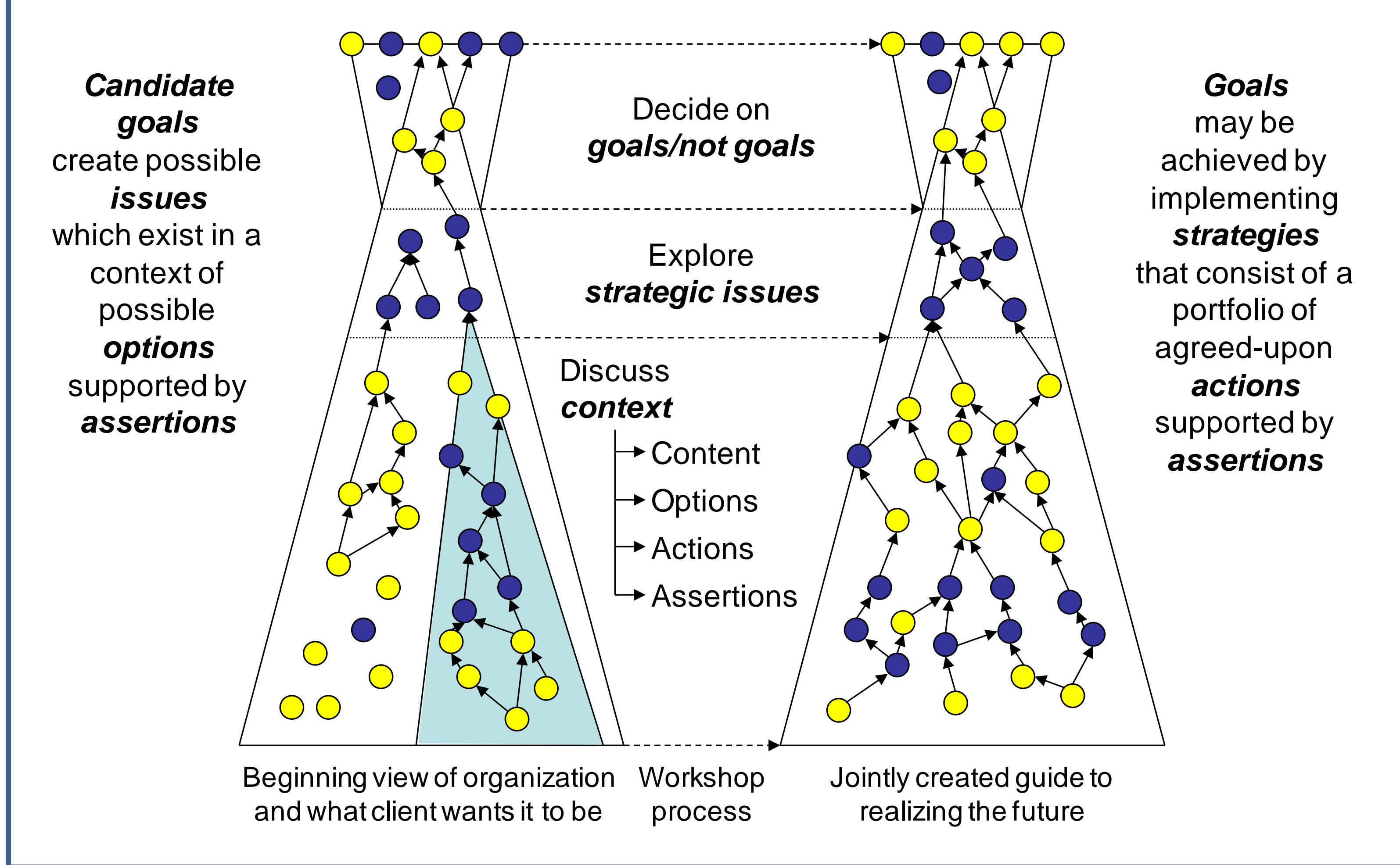
3 Important dynamics such as feedback and “dilemmas” are formally identified



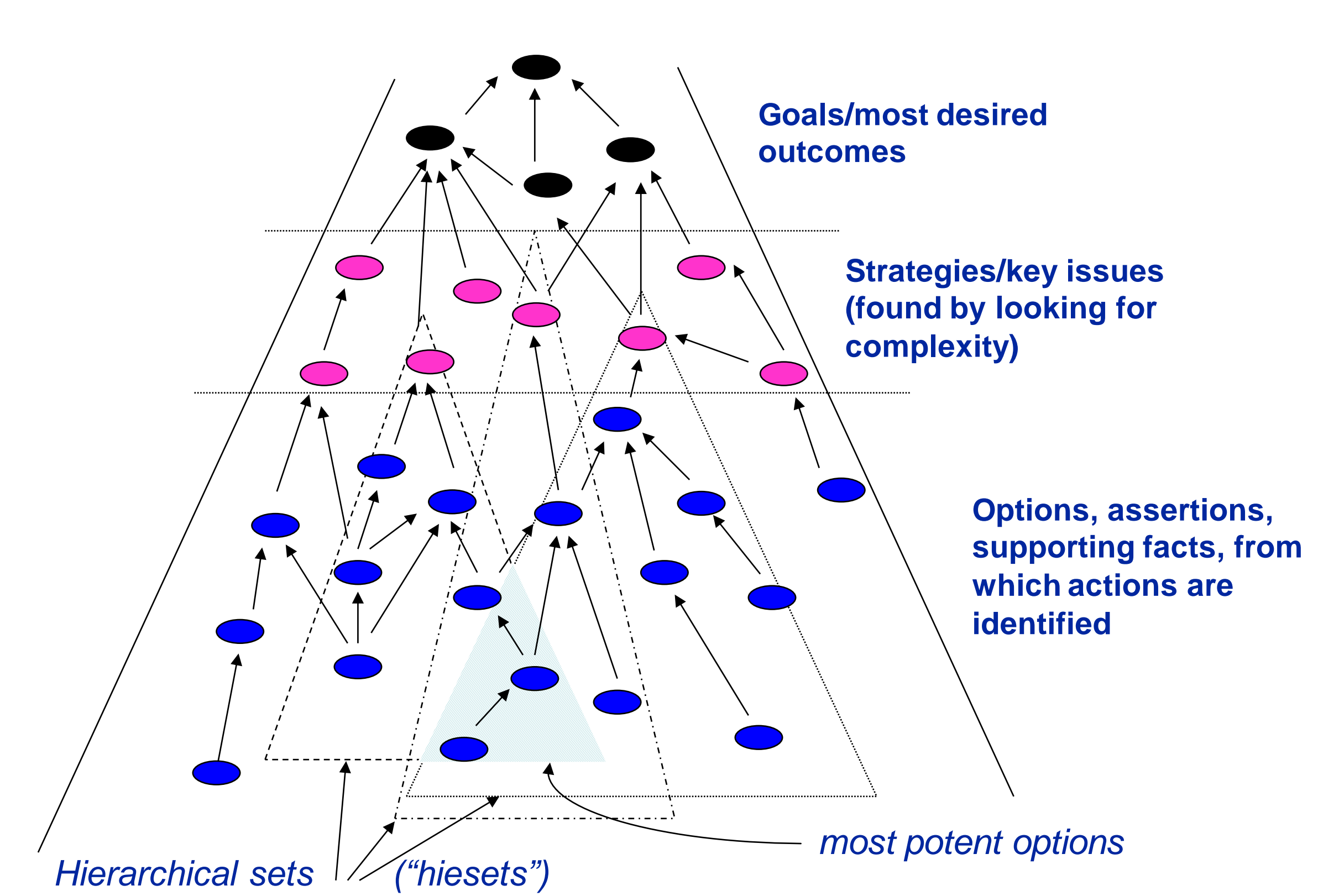
4 Centrality metrics are used to locate key issues



Realizing the future (Bryson, 1995)



6 Clusters are organized hierarchically to highlight the emerging strategy



5 Cluster analysis highlights emerging strategic themes (and, consequently, key issues)

