

emotionalcompetitiveness

BOARD decisions

Tool to analyze complex situations

Methodology of application

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+ **Board** design

■ 1 **expand** the problem

Identify the determinants of the situation to UNDERSTAND THE POSSIBILITIES of the context:

ACTORS INVOLVED IN THE SITUATION are units, internal (of the organization) and external (from de context), with positive or negative influence on the situation.

THE CONDITIONS OF INTERACTION are processes, internal (of the organization) and external (from de context), that influence the situation.

THE TRENDS (possible situations) are the possible states (positive or negative) generated from a variety of actors under certain conditions of interaction.

■ 2 **project** intervention areas

Connect the most important actors and the most important processes related to these situations to IDENTIFY OPPORTUNITIES of intervention to address the problem.

■ 3 **organize** intervention plans

Decide alternatives of intervention to adapt the movements face of changes of context.

+ **Identify** level of impacts

The elements should be distributed according to the level of impact on the situation.

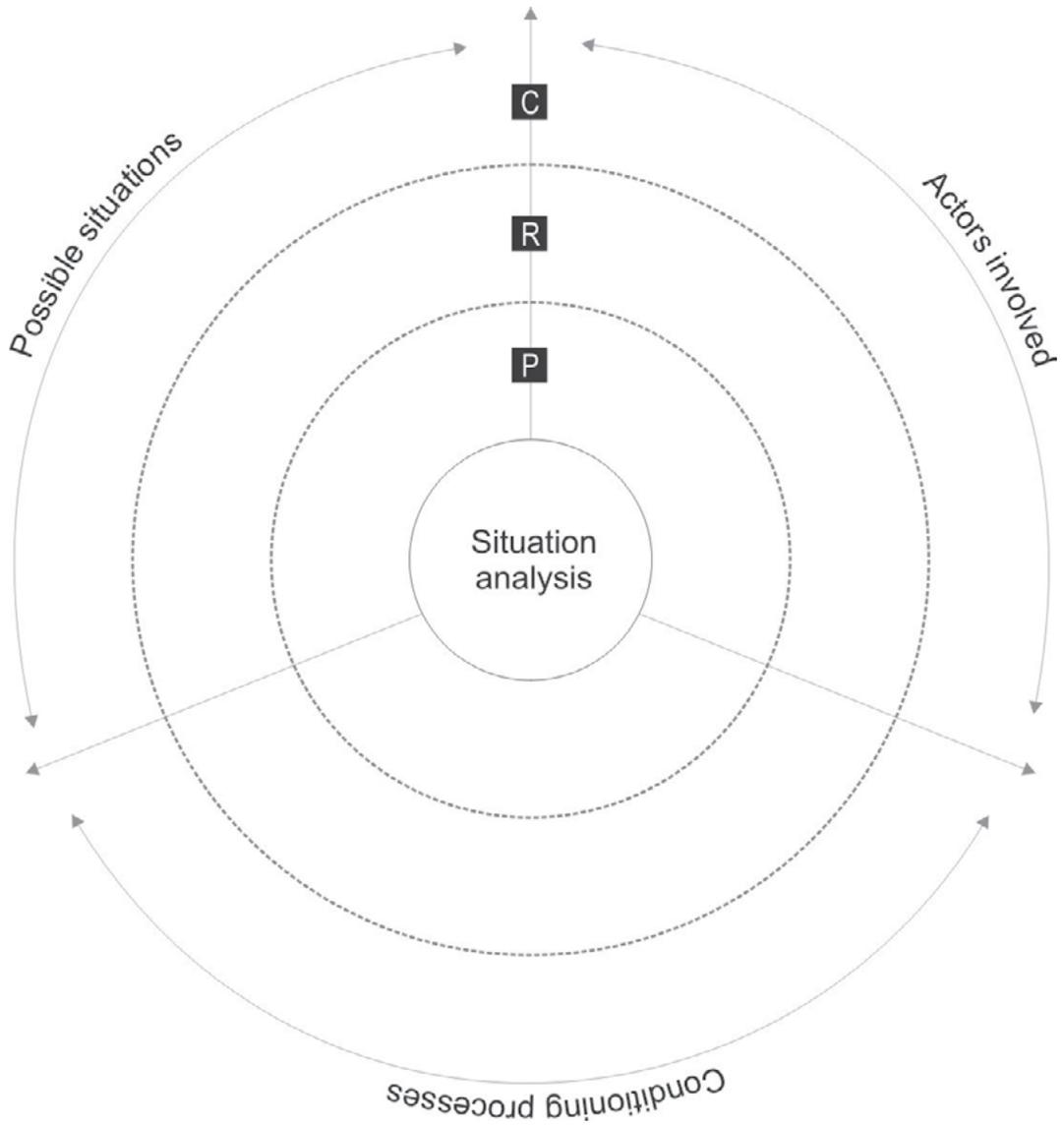
P **Priorities** is the first circle of influence composed of elements (actors, conditions, trends) that directly affect (positively or negatively) the situation.

R **Relative** is the second circle with elements that have an indirect impact (positive or negative) because they depend on the movements of elements in the first circle of influence.

C **Conditionals** include the elements that have a remote influence (positively or negatively), that can be generated under certain special conditions.

Board structure

The three dimensions of the board and the three levels of impact



First step

Identify the elements of board

A. The actors involved

These are the current participants, internal and external, positive or negative, with different impact in the situation. The question to identify the elements is: *Who are currently involved in this situation?*

B. The conditioning processes

These are the rules that define the connection and relationship between actors. They can be internal rules, e.g. technological processes, logistical, financial, technical or labor. May also be rules of context, e.g. economic situation, ideological movements, governmental decisions; social and cultural trends. The question to identify the elements of this dimension is: *What processes affect this situation now?*

C. Possible situations

These situations are probabilistic trends that can reshape the context analyzed. In this dimension are identified potential actors or processes with certain state (positive or negative). The question to define these factors in the future is: *What threats and / or opportunities may appear in future?*

Secod step

Project intervention areas

The definitions of the areas of intervention are based on an organization's strategic interests on certain scenarios (emergent situations). In this step, DEFINE OPPORTUNITIES of intervention connecting the actors and conditioning processes related to these emerging situations. These connections may be due to causal relationships between actors and processes (with fundamentals such as studies, antecedents, reports, researches) or probabilistic (related potential projections).

In this step, the sequence of the questions is reversed. Start by defining "possible states" then identify the actors involved in these states and finally identify the processes that influence the development of these states. The questions to define these areas of intervention are:

A. What are the potential issues to approach? To prioritize the situations that will manage on both positive alternatives and negative threats. In the definition of these potential areas is possible choose priority situations or a combination of different situations (priorities, relative or conditionals).

B. Who are the actors involved in these potential situations? To connect actors that influence, positively or negatively on the development of emerging situations.

C. Who are the processes that influence the development of these states? To connect with the processes that can lead to the development of threats or opportunities.

Third step

Design intervention programs

In this step, specific actions are designed to manage the strategy defined. In our example **GROWTH MARKETS**, involved three axes of intervention:

Competitive development. This axis includes all commercial actions for expanding profitability and developing new markets.

Diversification of production. This focus of intervention includes projects to expand production capacity and achieve new standards of quality and innovation.

Financing lines. This axis includes the capitalization and funding support to sustain production and commercial changes.

