

## Appendix 4

**Basic iFrames for multi-channel work in web-based meetings**

Templates (or iFrames when they are used in web-based meetings) are the core mechanism for multi-channel work. Essentially they are best understood as large scale forms which stimulate and guide relevant inputs from participants. They can be created by anybody for virtually any meeting purpose; they can be very simple, such as the two examples to the right, or more complicated (*but not so complicated that understanding how to use them gets in the way of people using them*). If they are well designed, they engage people visually and make them want to contribute to them, and they help groups to work together by marshalling ideas and providing a visual indicator of progress.

Pros	Cons

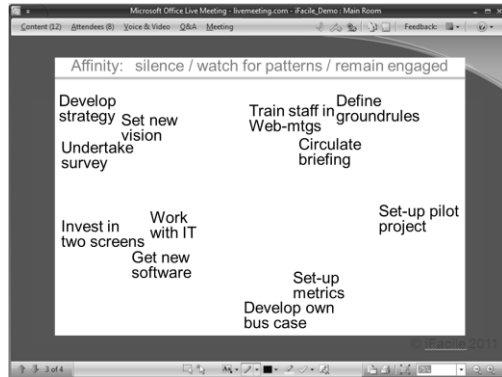
Strengths	Weaknesses
Opportunities	Threats

On the following pages, we will provide a quick overview of the most commonly used iFrames, and provide some basic guidance on how to develop your own. Further support on iFrames, including some downloadable versions, are included on the accompanying website: [www.managingbydesign.co.uk](http://www.managingbydesign.co.uk)

## Affinity diagram

The affinity diagram is probably the simplest and most used of all iFrames. Strictly speaking it is not a template at all, just a blank space (*whiteboard*) with some basic rules at the top.

Affinity diagrams are used to collate ideas into groups which can be summarised or categorised, but where those summaries or categories emerge from



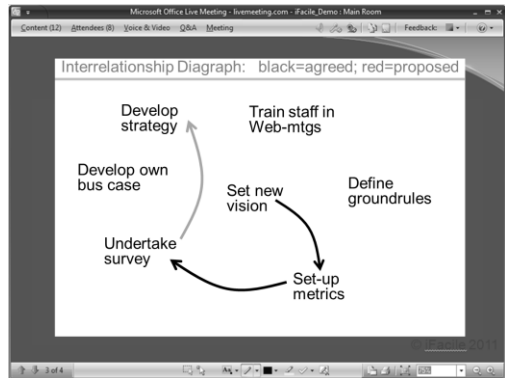
the exercise itself. It starts as a collection of pieces of text spread over the page, and the group is invited to drag text toward other text where they can see some affinity, and away from text where they see no affinity. Everybody does this individually without communicating with each other in any way.

As a result, groupings form and break-up (*and people get a little frustrated until they begin to see other viewpoints and find new ways of accommodating both perspectives*), but in a very short period of time a distinct pattern develops and consensus builds. At this point, the group can communicate freely again, and start to develop titles for the groups that have emerged. These can then be used for the next stage in the process, whatever that is.

Due to the need for space in which to move contributions around, the standard whiteboard in web-based meeting software is often too small for all but the simplest affinity diagrams, but larger whiteboards can be downloaded ([www.managingbydesign.co.uk](http://www.managingbydesign.co.uk))

## Interrelationship Diagram

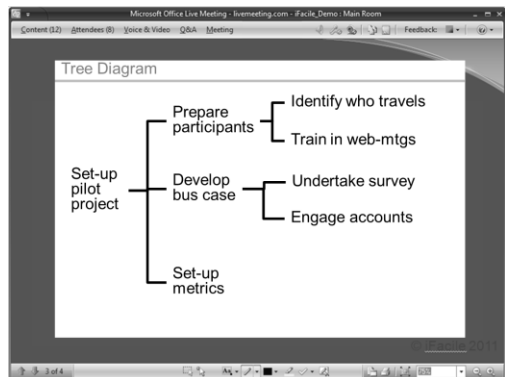
Like the Affinity Diagram, the Interrelationship Diagram has no real template. It is used to map the relationships between one thing and another. These are normally to do with some perception of causality or enablement – as in A therefore B, therefore C. Its key value is in challenging and reconciling the assumptions the group has about the relationships between things and so, unlike the Affinity Diagram, it is very much a tool that stimulates and supports debate. The Interrelationship Diagram



helps to pinpoint pivotal ideas (*those with most arrows going to and from them*) and to reconcile different priorities by identifying a common goal between them. The ease of moving text and redrawing arrows in the web-based environment makes this tool easier to use in the virtual world than it tends to be in the physical one. It is quite frequently used to map relationships between groups developed out of an Affinity Diagram.

## Tree Diagrams

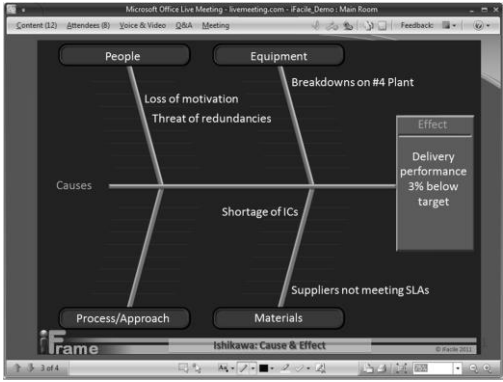
Tree diagrams are a way of breaking down an event, outcome or intention into the sub-objectives, activities, or conditions that bring it about. They can be used for: planning, by considering



dependencies; risk analysis, by looking at the critical success factors for an event and then looking at the potential failure of those factors; or for many other forms of analysis. It is possible to create specific iFrames/templates for tree diagrams, but since this tends to predetermine the number of branches, this is often counter-productive. A more useful form of iFrame for Tree Diagrams is to create columns for the various levels of detail in the branching to create some level of guidance for what we are seeking to include in branches at that level, e.g.: Objective; critical success factors; risks.

### Ishikawa Diagrams

Ishikawa diagrams, also known as fishbone diagrams, or cause-and-effect diagrams, are a specialised form of tree diagram. They are used predominantly to encourage people to think more widely about the causes for a problem/effect than the current prejudices that may exist. An example Ishikawa iFrame is shown on the right, and illustrates the point that in the virtual environment you are not so constrained to the idea



of dark text on white backgrounds. The problem or effect is specified in the 'head' of the fish (*the box on the right*) and participants use the themes (*titles at the ends*) of the 'bones' of the fish to brainstorm possible causes to that effect.

## Force-field Diagram

The Force-Field Diagram is premised on the assumption that people and events behave (or fail to behave) as they do because of the balance of pressures and motivations upon them. The idea is that by mapping these out, we can then identify



those forces which are both easiest to address, and which will have the biggest impact on the balance. For instance, if we wanted to explore people's adoption of a particular standard in their work, we would map out the forces that encourage and support people in that standard down the left hand side, and the forces that discourage and obstruct down the right. We might then use red dots to explore those which would have the biggest impact if changed (e.g. reducing the barriers or increasing the motivators) and green to explore those which we can bring about; and then select those which have both red and green dots. Force-Field Diagrams are very useful ways of getting everybody engaged in thinking through issues around behaviours, or even potential issues around a preferred solution.

## Matrix Diagrams

Matrix Diagrams are an excellent device for encouraging methodical exploration of all of the potential ways that one set of things can influence another, for instance all of the potential ways that your operating processes can influence (and ensure) your organisational objectives. The picture below illustrates the use of

a matrix template in a physical workshop. It is being used to deploy the strategic objectives through the business processes for an entire organisation. The advantages of the iFrame over the physical template are fairly obvious in this case, not least in accessing the workspace and capturing the outputs at the end.



Essentially the Matrix Diagram is a grid, with the rows as the intended outcomes (e.g. objectives) and the columns the respective levers to achieve those outcomes. Each intersection can be as simple as a symbol to indicate the strength of impact, or as involved as a collection of ideas to fulfil that impact. The latter is difficult to implement within the normal constraints of whiteboards, but you can find specially adapted iFrames for this on the accompanying website: [www.meetingbydesign.org](http://www.meetingbydesign.org)

## More Advanced iFrames

The iFrames covered so far should prove very useful in getting you started with multi-channel meetings, and will do a lot to make your web-based meetings more effective and more engaging of the commitment of your people. But they are only the tip of the iceberg. The sheer range of tools that exist for creativity, and for systematically working through the purposes and processes of an organisation, is almost mindboggling, and most lend themselves very well to a multi-channel web-based approach, and so are

relatively easy to adapt into an iFrame, or to find a pre-existing iFrame which you can adapt to your specific needs.

As you gain confidence, and grow more adventurous with your approaches, one resource which we would recommend exploring is the 'Systematic Big Picture' which can be accessed through [www.tesseractacts.com](http://www.tesseractacts.com) and which we have reproduced on the next page. Sadly, because of the size and level of detail in the original, all we are able to convey here is the wealth of resources which exist. Full size (A0), the 'Big Picture' graphically outlines a systematic approach to the complete development of your organisation; from clarifying its role through to its assured fulfilment, and the range of tools (*most of which lend themselves to iFrame thinking*) which support that. It has a wealth of ideas for engaging your people in managing the organisation, and (*on-line*) is linked to detailed explanations of each tool.

Initially, you will get a lot of advantage from selecting and using iFrames in isolation, but we suspect that it cannot have escaped your notice that managers will find it easier to focus their meetings on being effective and efficient, if they are within the context of an organisation that has systematically structured what it is trying to do, and how it is setting out to achieve that. At some point, if there are gaps in your organisation's thinking in this area, effective meetings will begin to push up against these and something will have to give.

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# Intent



# PI

## Strategic

### Alliance/Partnerships

**Partnership Alignment Grid**

Questions to illuminate opportunity:

- How does the supply chain work in our market, and where do we sit in it?
- Who can best help us to focus on and leverage our core potential?
- What sorts of relationships would enable us to maximise our impact?

Benefits to target:

- Speed through focusing your best resources into corekey initiatives
- Strength through combining with the best partners, ideas & technologies
- Agility through a process for rapidly engaging new partners

References:

Partner Planning Workshop

### Organisation

Questions to illuminate opportunity:

- What arrangement of responsibilities provides the best opportunity for control & improvement?
- What structure provides the optimum balance of authority, agility and accountability?

Benefits to target:

- Simplifying complexity into manageable components
- Aligning opportunity and potential with resources and authority
- How to manage, create focus and remove any gaps and obstacles

References:

Organisation Transformation

Process Context Mapping

Process Design

### Mission & Role

Questions to illuminate opportunity:

- What needs and opportunities do we need to address?
- What do we have the potential to do better than anyone else?
- What would encourage our customers to serve their customers better?

Benefits to target:

- Simplest relationship/responsibility leading to greater insight at all levels
- Integrated accountability through a compelling purpose
- Clearer market messaging

References:

Why-How Charting

Kano Model

Analysis

Stakeholder Survey

### Strategic Vision

Structure

Customers

Alliance/Partners

Scenario Evaluation

Affinity Diagram

Measures & Target Setting

Core Values

Competence

1

2

3

4

5

Wt.

Address new market areas

Provide explicit, the GPO customer process details all of the different aspects of the organisation's vision and aspirations into a prioritised set of 5-10 concise statements. These objectives are further refined by the addition of measures & targets

Reduce delivery lead times

Maximise asset utilisation (incl. IPR)

Reduce product

Build effective supplier partnerships

Rank 93

## Integral

### Vision & Direction

Questions to illuminate opportunity:

- What achievements define our collective 'horizon of hope'?
- What goal is worth the investment of the next five years of our lives?
- What criteria determine how well our industry & how well do we score?

Benefits to target:

- A compact lesson that provides context and retains serial change
- Inspiration to align staff and stakeholder efforts, ensuring everything works together in the right direction

References:

Comprehensive Visioning

Goal Setting

Leadership

### Values

Questions to illuminate opportunity:

- How do we describe the things that we stand for?
- By what principles will we ensure our integrity and our culture?
- What are the 'right' behaviours, how do we encourage/reinforce them?

Benefits to target:

- Knowing, with confidence, the world would not be better off without us
- Transforming power of congruence between belief, thought and action

References:

Value Drivers

Cultural Coherence

Personal Values

### Aligning Potential

Questions to illuminate opportunity:

- How do we utilise challenges to maximise our impact on learning and growth?
- How do we configure our competence to maximise our impact on performance & potential?

Benefits to target:

- Growing not only performance, but the capacity to continue to grow performance
- Fulfilled / resilient / agile / committed
- Seeing problems truly as opportunities

References:

Clear organization

Value Set

Cascade Deployment

Teamworking Processes

TOP-BOX: Plan (Delegation)





