

**Great Answer!**

**Now What Was The Question?**

**DANTE MURPHY**

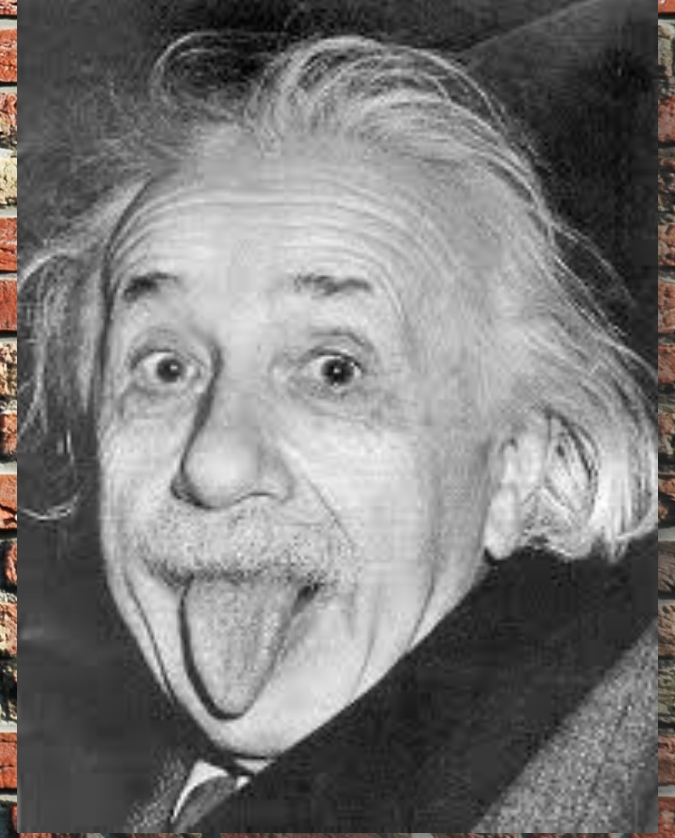




# Famous Quotes (*people never actually said*)

*If I had only one hour to save the world, I would spend fifty-five minutes defining the problem, and only five minutes finding the solution.*

—*Albert Einstein*





# The Benefits of Getting the Question Right

- **Framing** *defines the system, its boundaries, and the goals and motivations of its inhabitants*
- **Influence Mapping** *articulates relationships and dependencies, the momentum and inertia within the system*
- **Mental Models** *replace bias with context and a controlled vocabulary*





**FRAMING**



# Drab Quotes (*from brilliant skeptics*)

Seeking the ideal has a long history, it produces many saints but few paradigm changes.

Dave Snowden





# Cynefin

## Complex

Probe → sense → respond

Causality may become evident retrospectively, emergent, unpredictable

Experimentation: designed experiments become emergent practices

Act → sense → respond

No evident causality

Action: Novel practices

## Chaotic

## Complicated

Sense → analyze → respond

Causal, but relationships are only evident to experts

Expertise: good practices, principles

Sense → categorize → respond

Causal, predictable, repeatable

Process: Best practices/patterns

## Simple

DISORDER

Complacency can lead to a fall directly into chaos, from which recovery can be difficult



# Helpful Quotes (*from brilliant optimists*)

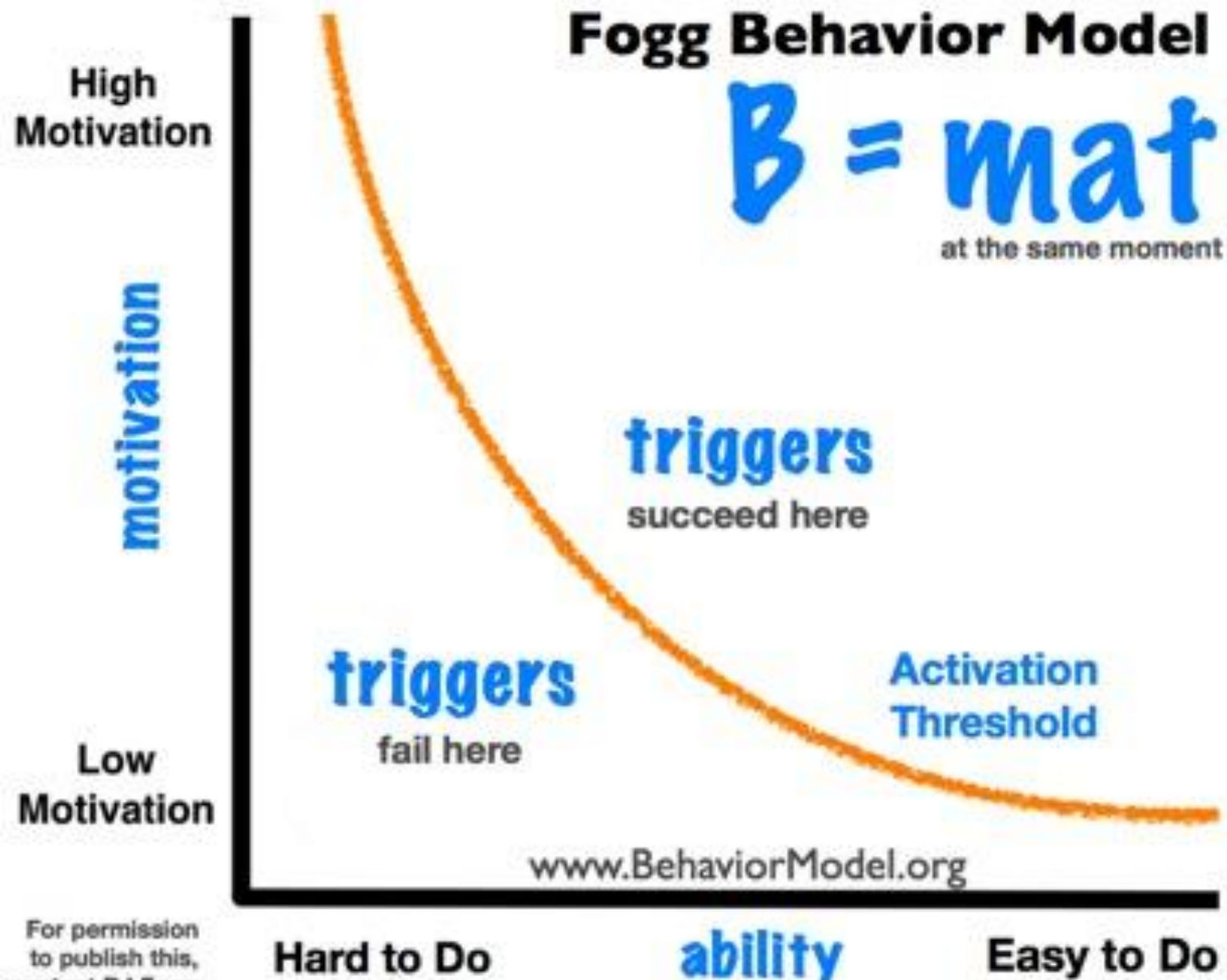
Goals are harmful unless they guide you to make specific behaviors easier to do. Don't focus your motivation on doing Behavior X. Instead, focus on making Behavior X easier to do.

— B. J. Fogg —





# Behavior





# Weird Quotes *(from familiar icons)*

*A first-rate soup is more creative than a second-rate painting.*

*—Abraham Maslow*





# The Hierarchy of Needs

Self-actualization

Esteem

Love/Belonging

Safety

Physiological

morality,  
creativity,  
spontaneity,  
problem solving,  
lack of prejudice,  
acceptance of facts

self-esteem,  
confidence, achievement,  
respect of others, respect by others

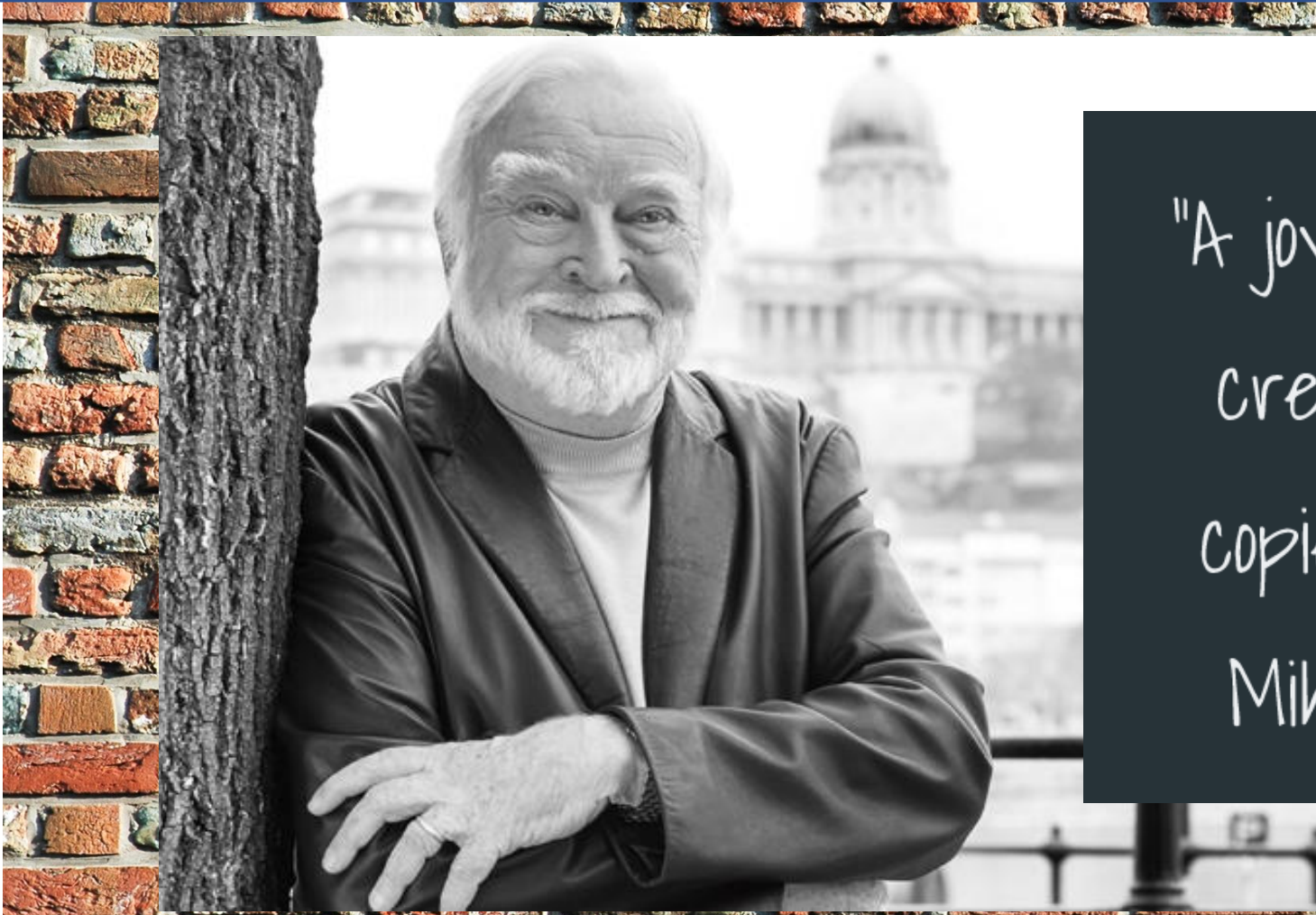
friendship, family, sexual intimacy

security of body, of employment, of resources,  
of morality, of the family, of health, of property

breathing, food, water, sex, sleep, homeostasis, excretion



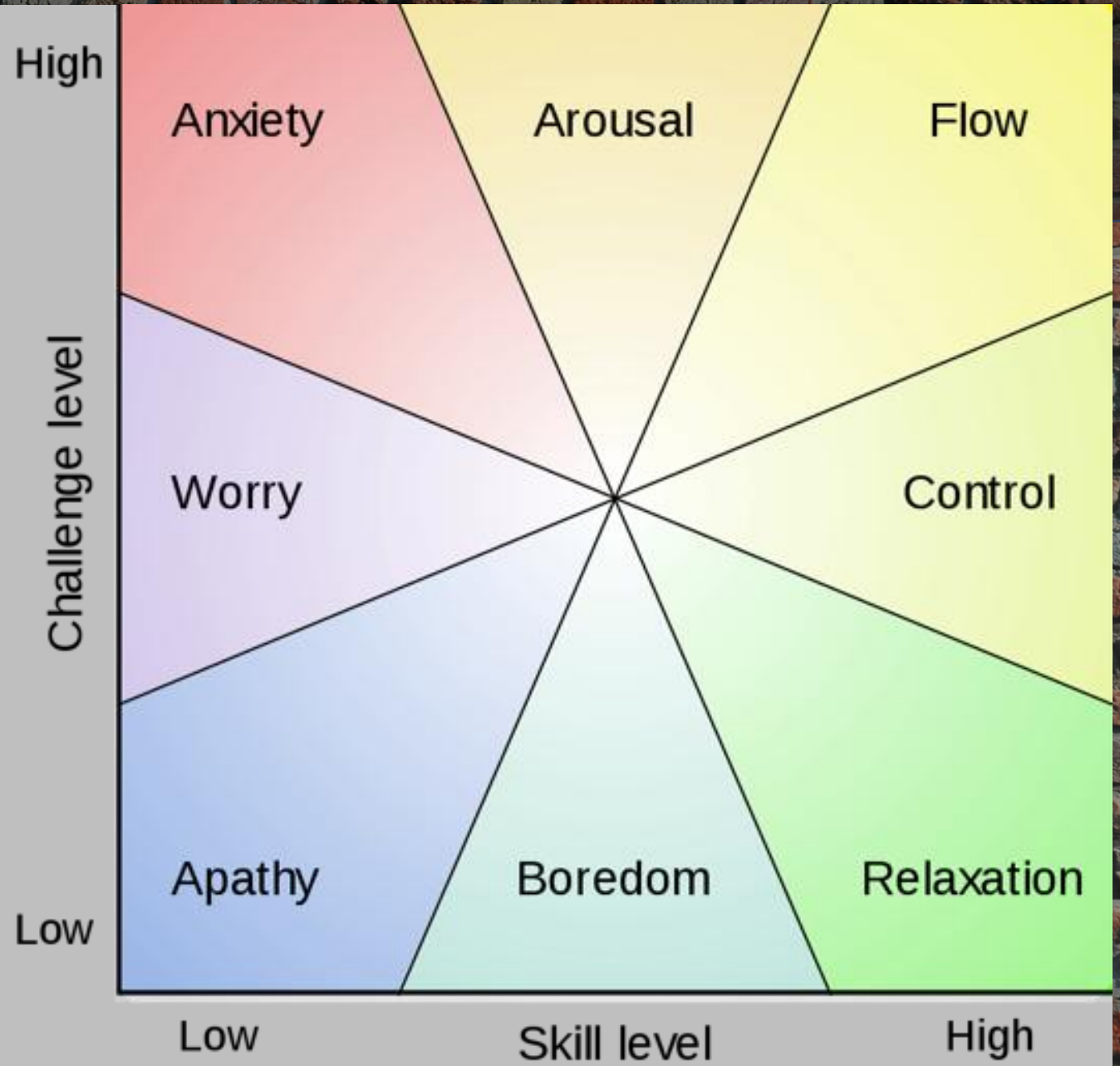
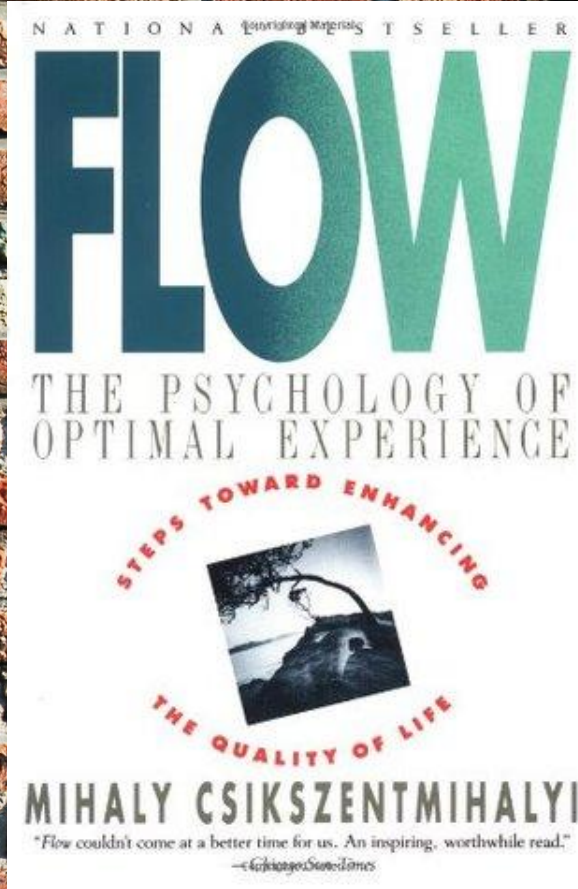
# Uplifting Quotes (*from people with unpronounceable names*)



"A joyful life is an individual creation that cannot be copied from a recipe." –  
Mihaly Csikszentmihalyi



# Flow





# Awesome Quotes (*that just don't roll off the tongue*)



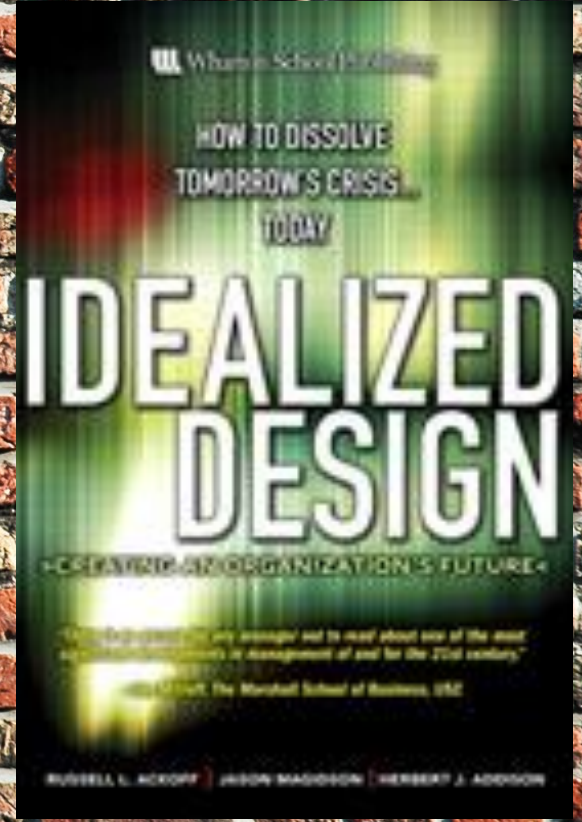
To manage a system effectively, you  
might focus on the interactions of  
the parts rather than their behavior  
taken separately.

— *Russell L. Ackoff* —



# Idealized Design

- Absolution
  - Ignoring or declining responsibility for the problem
- Solution
  - solving the problem symptomatically
- Resolution
  - tracing the problem to its source and applying tactics at the source
- Dissolution
  - eliminating the source of the problem

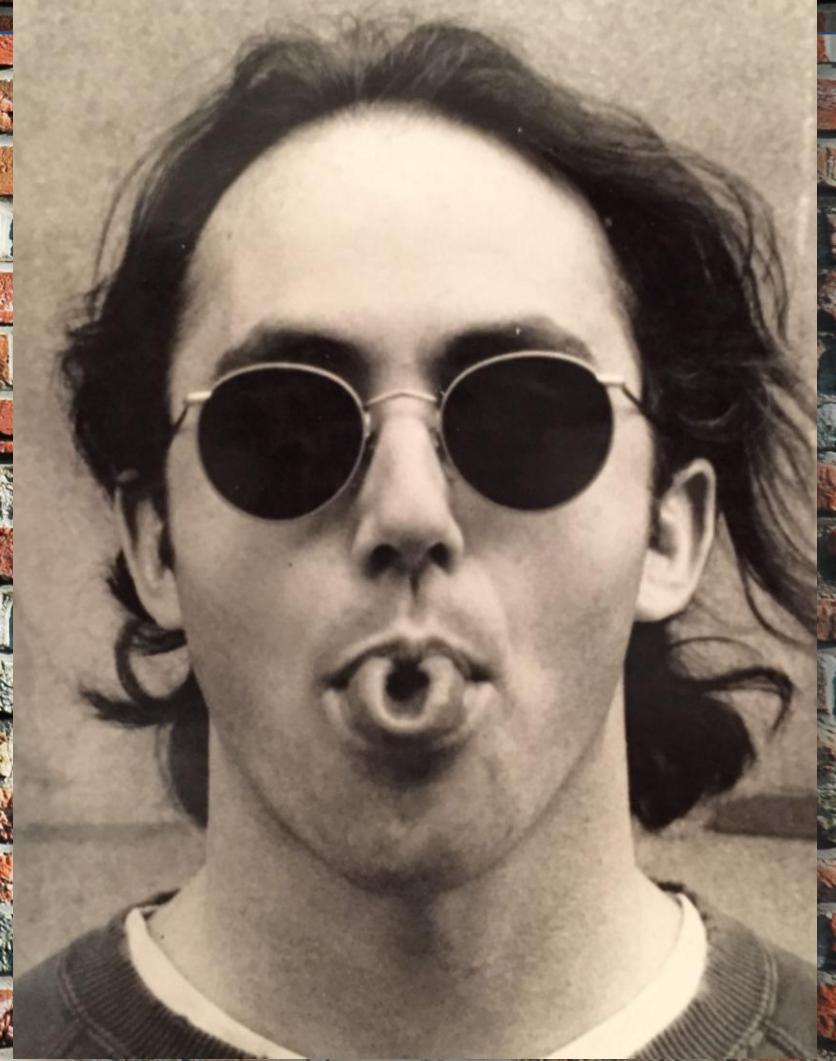




# Quote of the Day (*hot off the presses!*)

*Best practices and patterns  
are just another  
manifestation of process;  
they cannot solve complex  
design problems.*

—me—





# The Funnel of Relevance

WHO

WHEN

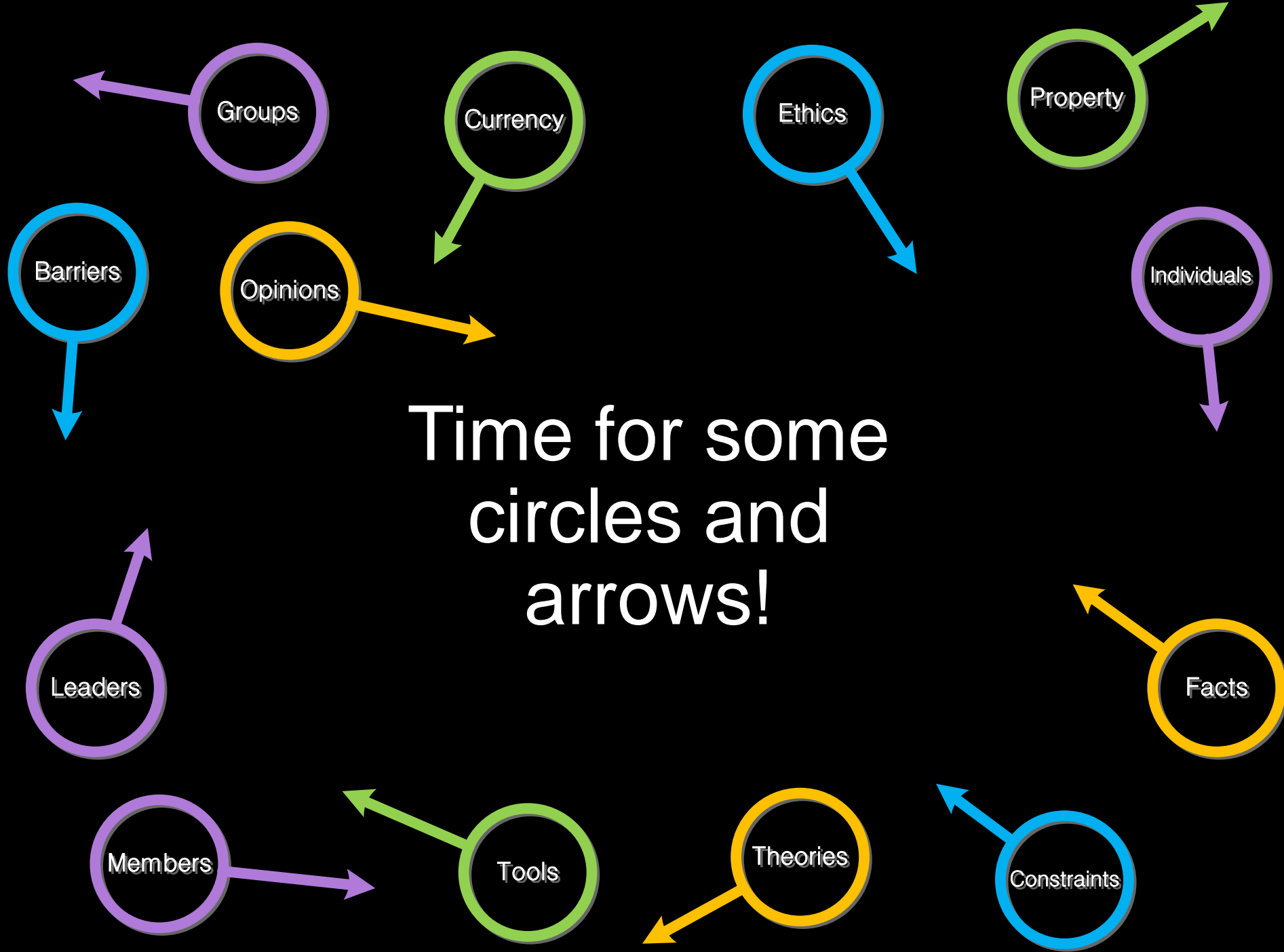
WHAT

HOW



# INFLUENCE MAPPING

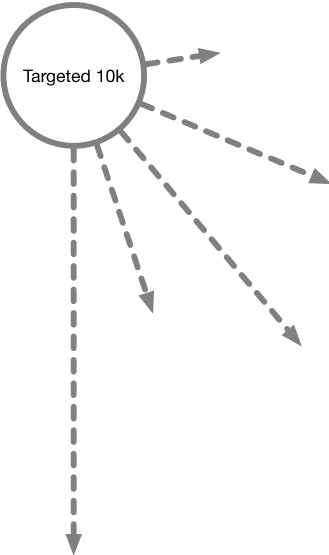






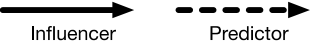
WHO is a high value candidate positioned for success?

HOW we reach and engage them?



**WE STARTED WITH  
AN INITIAL LIST...**

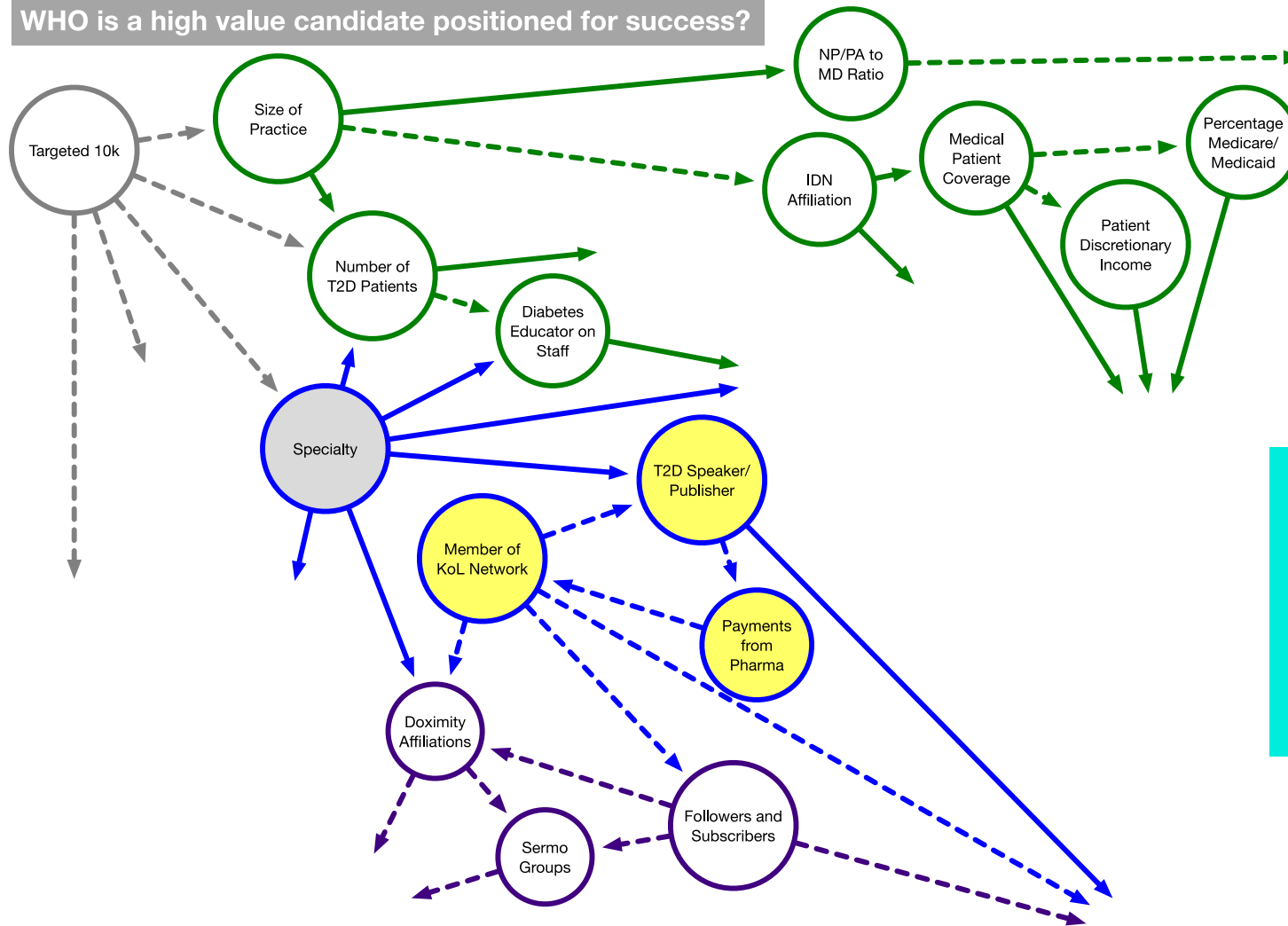
Initial Call List



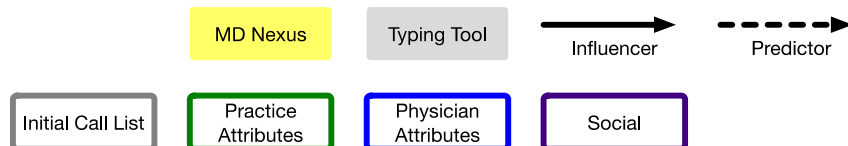


## WHO is a high value candidate positioned for success?

## HOW we reach and engage them?



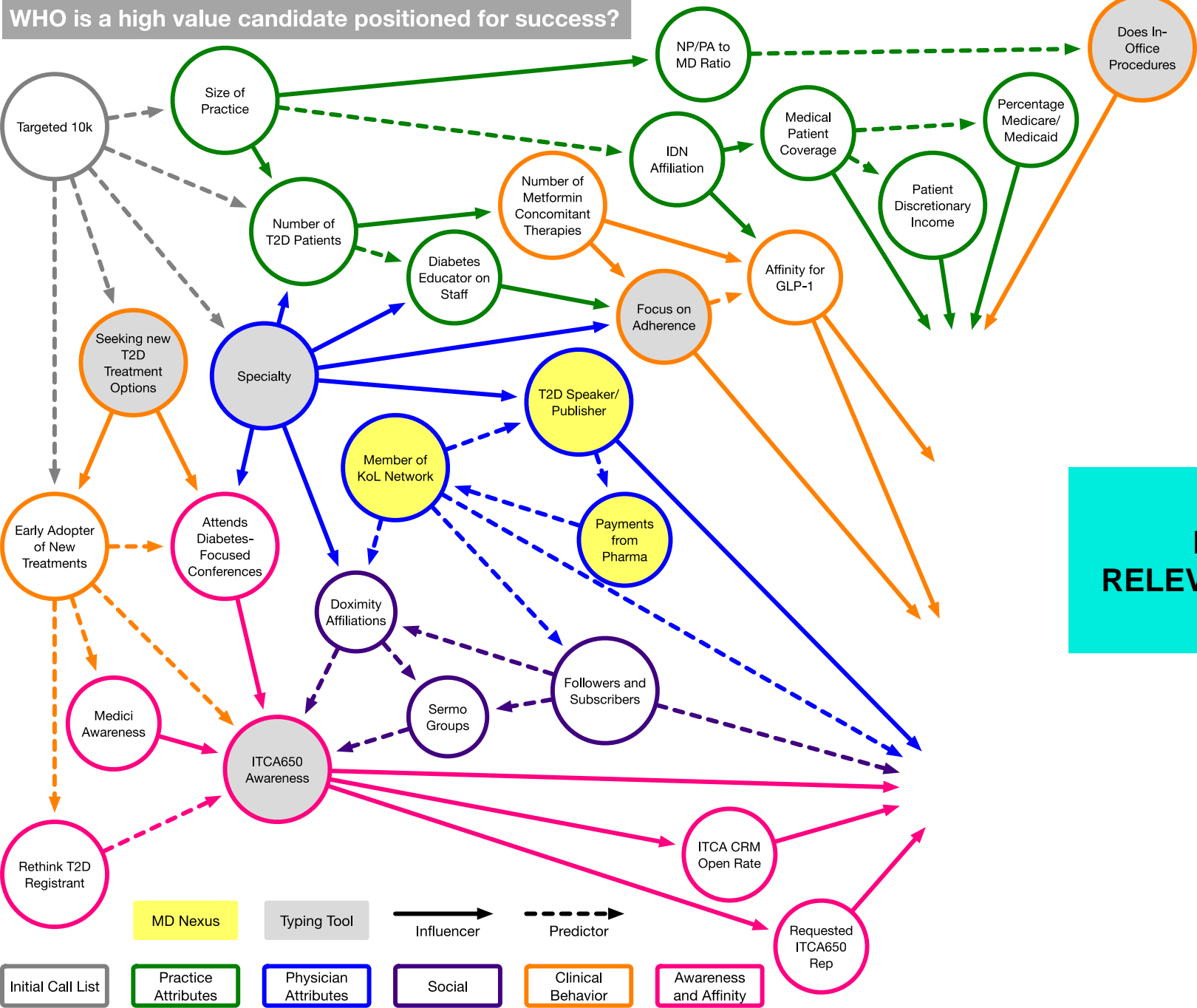
**IDENTIFIED PRACTICE AND PHYSICIAN ATTRIBUTES...**





WHO is a high value candidate positioned for success?

HOW we reach and engage them?

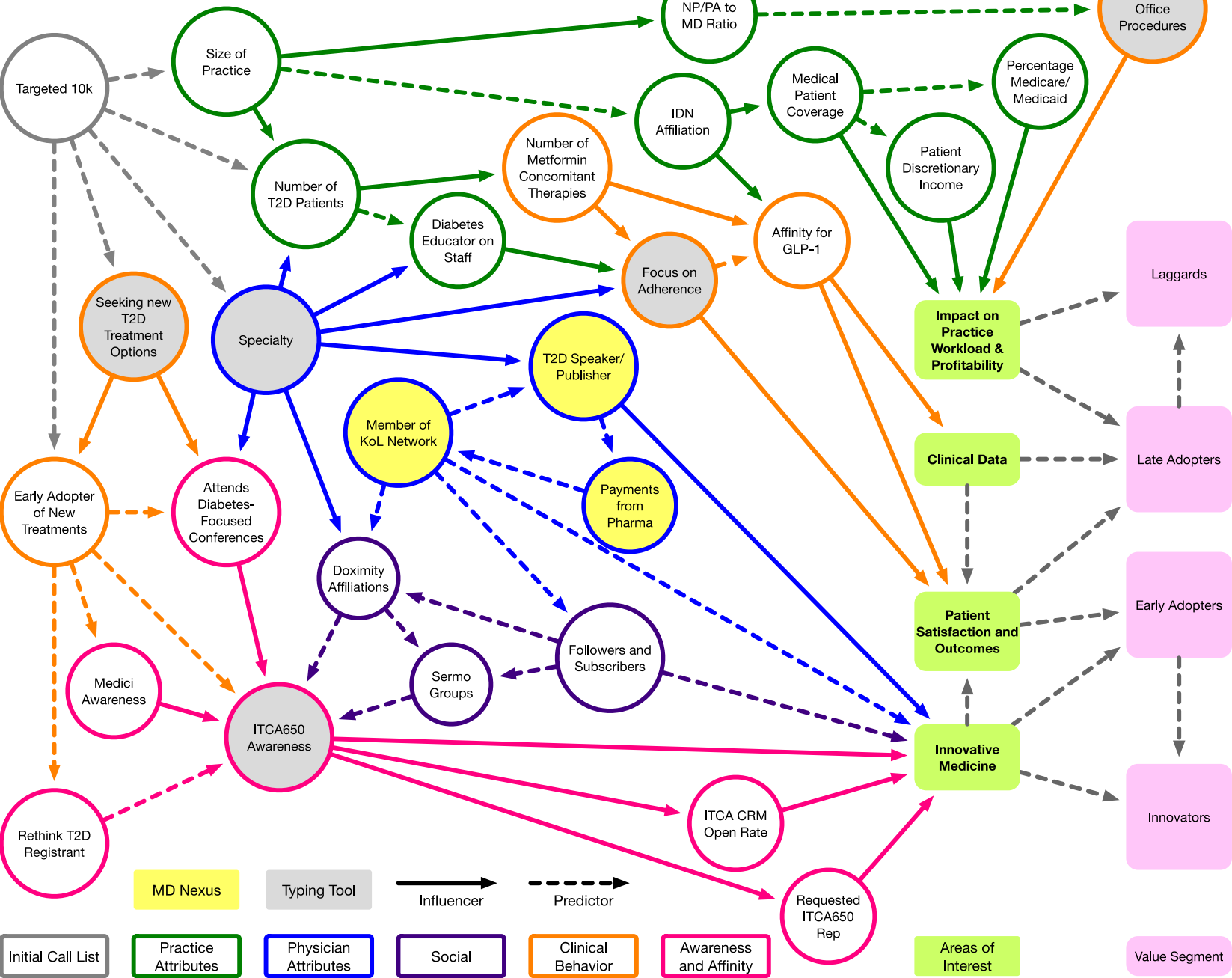


**LAYERED IN  
RELEVANT BEHAVIOR...**



WHO is a high value candidate positioned for success?

HOW we reach and engage them?



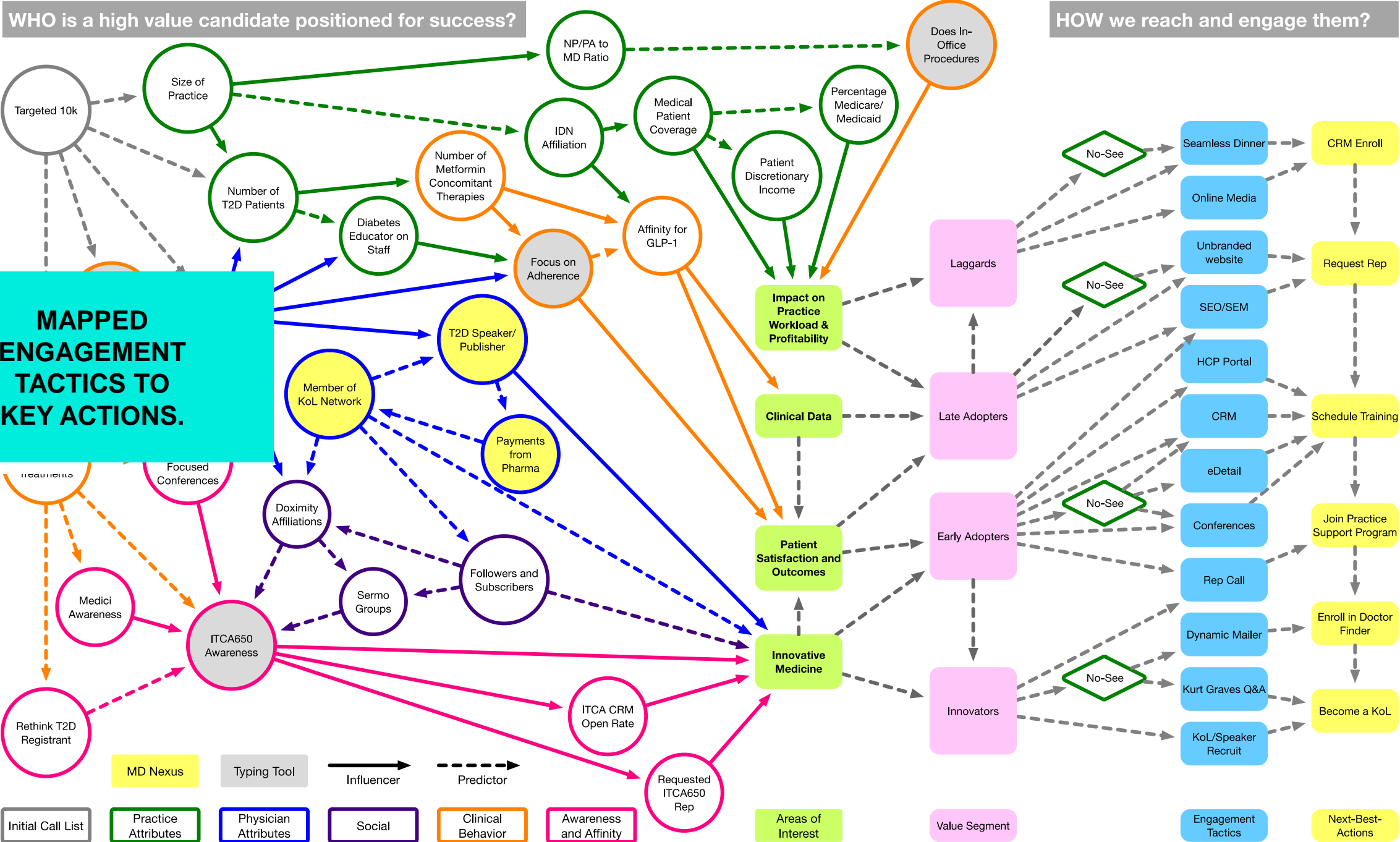
**DERIVED  
VALUE-  
BASED  
SEGMENTS...**



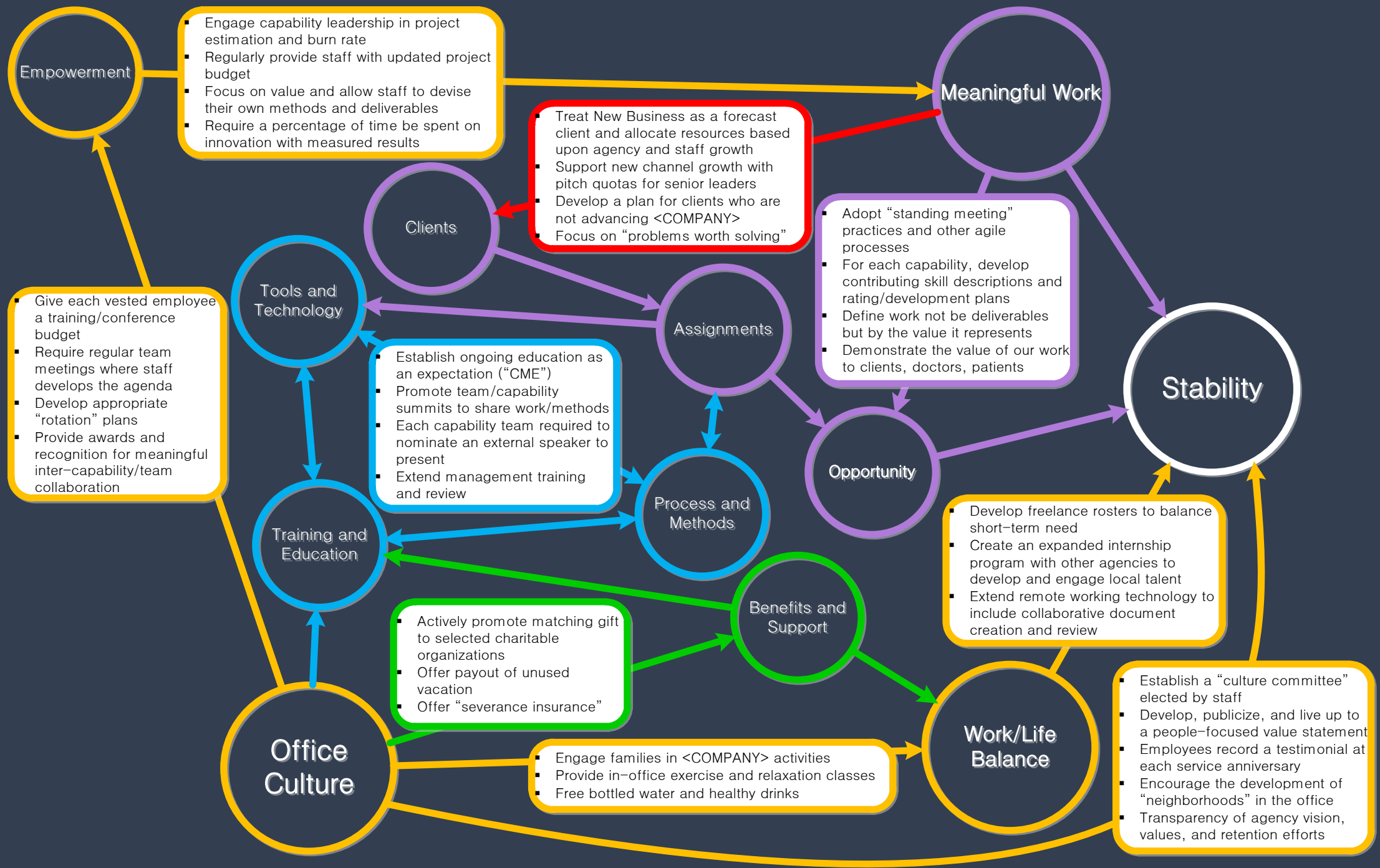
WHO is a high value candidate positioned for success?

HOW we reach and engage them?

MAPPED  
ENGAGEMENT  
TACTICS TO  
KEY ACTIONS.





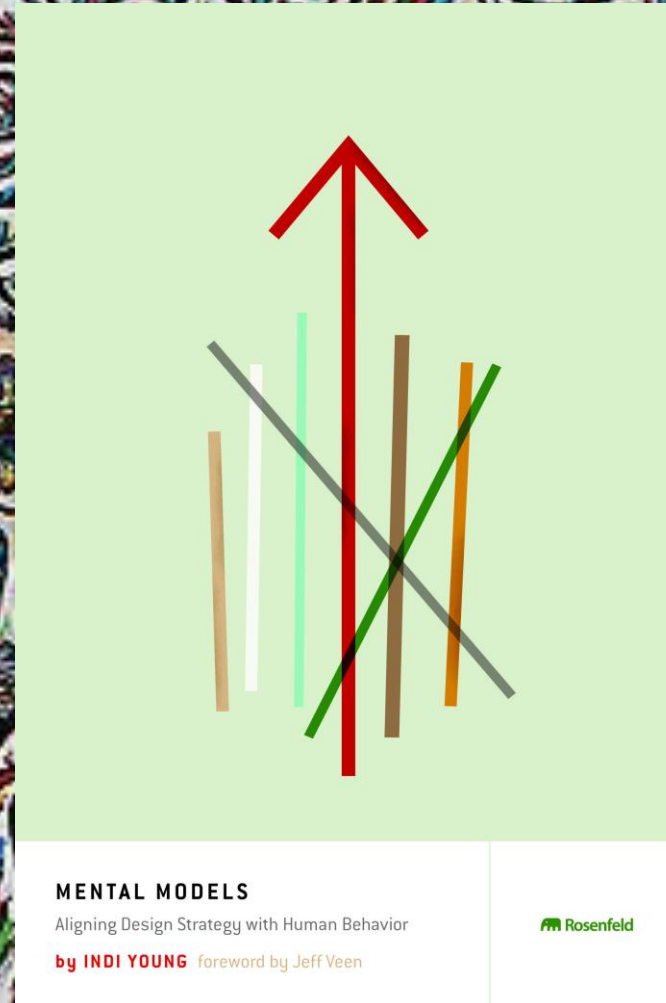




# MENTAL MODELS



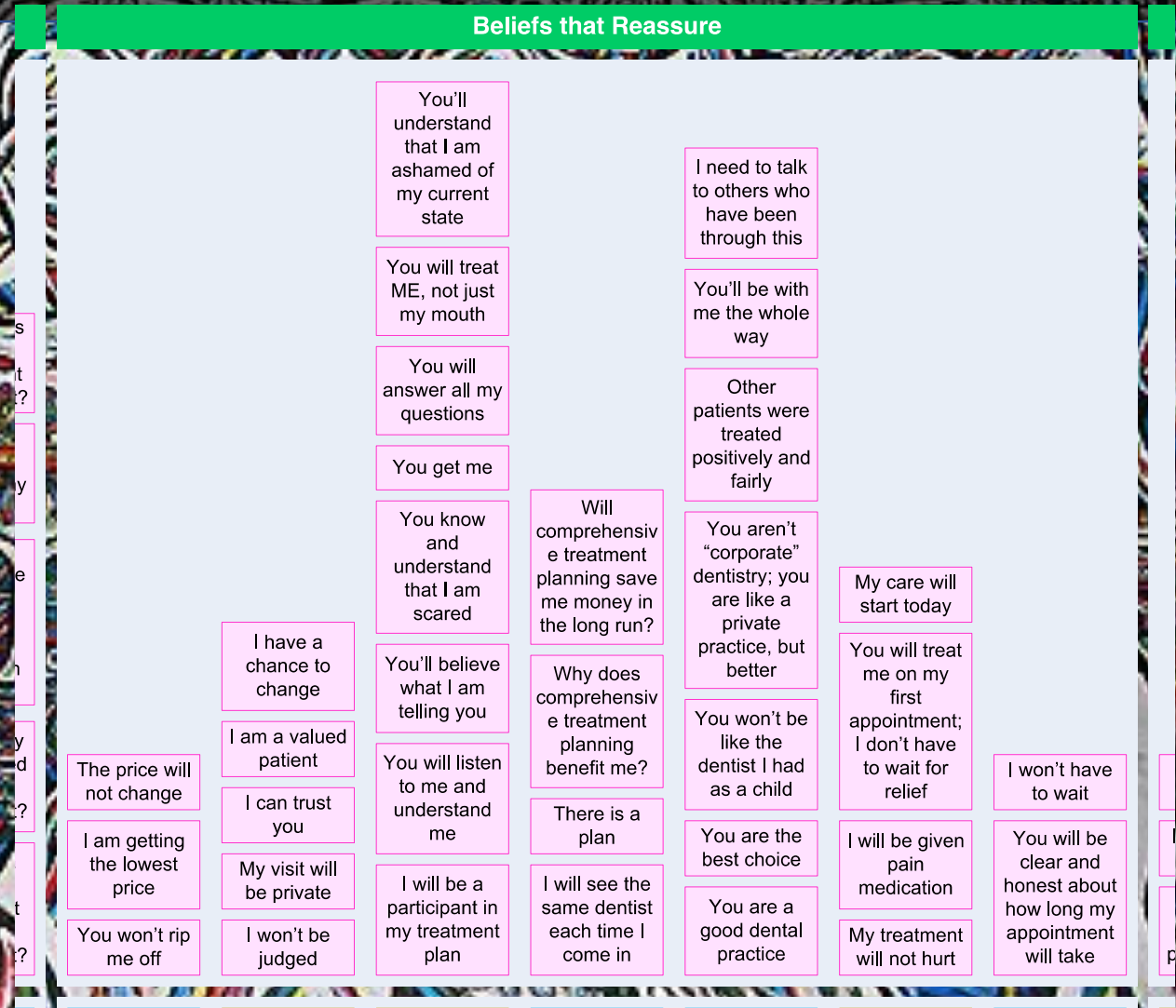
# A Quick Refresher on Mental Models





# Elements of a Mental Model

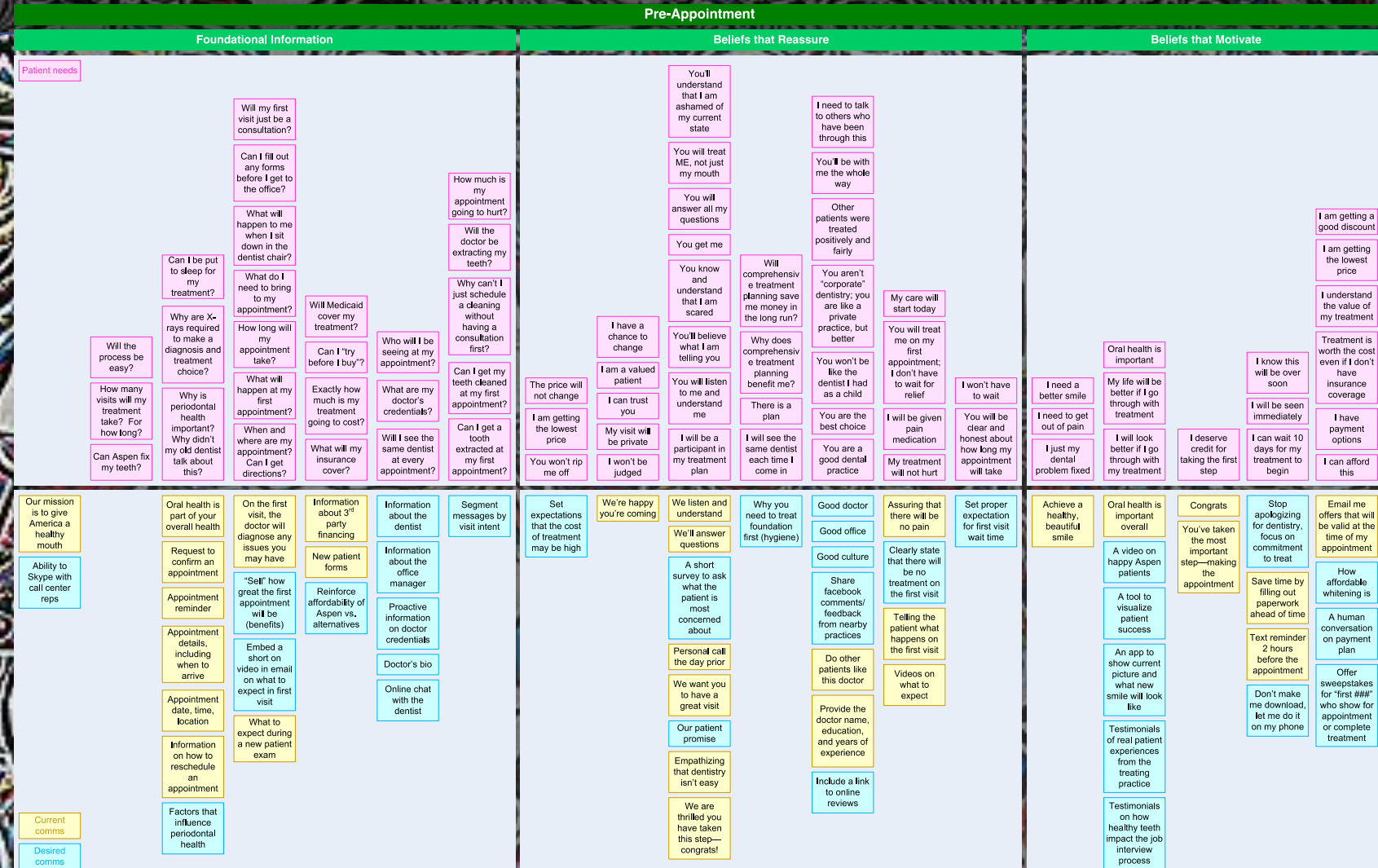
- **Tasks** are derived from primary research and observation
- Tasks are organized into **Towers** through affinity mapping
- Towers are grouped into **Mental Spaces**





# Mental Models in Context

- Tasks → Goals
- Towers → Themes
- Mental Spaces → Domains
- Segments (WHO)
- Timelines (WHEN)
- Tactics (WHAT)
- Channels





# Bringing it all together...

- Use **Influence Mapping** to identify goals and relationships
- Develop **Mental Models** to organize goals and identify tactics
- Apply the **Funnel of Relevance** to add depth and context
- Test your tactics against the **Behavior Model**
- Consider **Flow** when ability is dynamic or motivation needs to be amplified
- Use **Cynefin** to classify each domain and determine what method to apply
- Focus on **Idealized Design**, always seeking a fourth-order solution



# Peace.!

@DANTEMURPHY



By +  
dy 70k

