Downloading *Decision Explorer*

These instructions relate to obtaining a copy of *Decision Explorer* as it relates to Ackermann and Eden 2011 'Making Strategy: Mapping Out Strategic Success' Sage, London.

1. Download and install the Demonstration Version of *Decision Explorer* from http://www.banxia.com/dexplore/resources/demodownload/
2. Download the zip file on this website called MOSSModelInstall.zip and run

Completing these downloads will provide you with an enhanced version of *Decision Explorer* which enables you to experiment with a series of models that relate to the Issue Management Forum (Chapters 3 and 4) as well as build new models of your own.

We recommend you run through the five models provided in order to see the development of a real case. The case relates to strategic problem solving within a marketing department of a large organization and involved a group of 9 participants including the Managing Director.

Fran Ackermann and Colin Eden

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DE most basic and often used commands in Making Strategy

NEVER use Ctrl C Ctrl V (except when copying to WORD or POWERPOINT)

NOTES:
- When any change (wording or links or style, etc) is made in one tab the change is made everywhere.
- Remember to keep separate files of each task as you work your way through the 'progressive' assignment. However each new task should be undertaken in a file containing all the labels from the previous tasks (e.g. Task 4 **file** should contain all the issues and goals). It is possible and recommended to label view's with appropriate names eg "starting issues", "goals", etc
- These commands use 'hot-keys' as an alternative to using the menus (with the exception of changing styles) – the use of menus is very distracting to a group (changing styles needs to be done visually and with the group)

Editing – double click with left mouse button

Move: hold down left mouse button, while holding down press right mouse button and move. Or use the menu (often with track pads the above is difficult for folks)

Linking: type 21+36 and it will draw an arrow from statement 21 to statement 36. Alternatively select the first statement, keep mouse button held down, and move from the first statement to the second statement, when a dashed box appears around the second statement let go of the mouse button and an arrow will appear.

Selecting a concept (SC): click on statement and box appears around the statement; hold shift key down and several statements can be selected
Selected concepts can be transferred to another view(tab): '**bring sc**'
They can be mapped on a new view/tab (the map will overwrite anything on the view): '**map sc**'

'**map onmap**' helps you 'tidy up' a view.

Change style: property menu – concept style properties
The usual styles are: standard (the default) – best with no background and 11pt font; goal – black bold; themes – red bold; agreed strategies – green bold italic
I would also suggest that they don't have borders on

Seeing and using the styles: **ALT Y** (hold the ALT key down and press Y) – select the statement and then the style

Toggle between map views and text views **Ctrl M** and **Ctrl T**

Bring the view in one tab to another: go to new tab (blank), right click on tab, 'bring layout from'

Bring a **statement and its context** only to a new (blank) view, or overwrite: '**X23**' : brings 23 and all ins and outs.

XI23 brings 23 and its ins.
XO143 brings 143 and its outs.
'**Bring 56**': brings 56 and places it close to a selected statement (SC), or randomly if nothing selected. DON'T COPY AND PASTE

'**Bring goal**': brings all labels whose style is 'goal' onto the current. This command can be used for any of the styles you have created.

'**map goal**' will overwrite an existing view (tab) and replace it with a map of those statements that are in the style of 'goal'

Ctrl I: brings all ins to a selected statement
Ctrl O: outs
Ctrl B: ins and outs
Ctrl H: hides selected (does not delete).

'**domt**' – computes the number of in-arrows and out-arrows for each statement and orders them according highest to lowest
'**domi**' – similar but only looks at in-arrows
'**domo**' - similar but only looks at out-arrows
'**central**' – computes a weighted number of concepts related to each statement, based on how direct the relationship to other statements is.

'**loop**': finds feedback loops
Lists them as loop1 etc – you can then '**map loop1**'
Can list all loop statements: **LSM LOOP**

'**Hieset** xxx' – creates hierarchical sets rooted on xxx where xxx could be 'hieset **SC'** (selected concepts), 'hieset goal' where a style called goal has been created. The command will track from the roots down to the bottom of the map (tails) and put all concepts found into a hierarchical set. These can be mapped – '**map hieset1**' etc
'hieset goal' will track down from each goal to create hierarchical sets: one for each goal

'**Potent**' – explores the hierarchical sets to find those statements that hit the maximum number of roots (could be goals)

'**Col onmap**' – collapses the statements on the view by looking for paths of linkage between each statement (that might go through statements that are not on the view) – it will insert arrows to show these paths of linkage
'**Coloff**' turns the collapse off – NEVER edit links when in collapsed mode – NOTE the command is one word with no spaces

'**Zoom onmap**' – focuses attention on to only the material on the view – everything is apparently deleted (but is not!) – so analyses can be conducted in relation to only the material in the view (eg loop)
'**Zoomoff**'

'**find accom~**' – finds any words with the characters 'accom' at the front of it – a tild (~) is the wild card in Decision Explorer (asterisks are used too often for other purposes)

Copy and paste a map to WORD or PPT: Control menu then map copy options – choose bitmap so that you can continuously vary the size of the pasted map in WORD or POWERPOINT

NOTE on file structure: a Decision Explorer file has a file extension .mdl (any other files are backup and are not needed)