

## Insight Modeling Handout

### Arriving in the space

- Does the person have a good place to talk/sit for 60 (90) minutes? (a place where you can speak freely and feel comfortable)
- Does the person have something to drink/snack? - If in person: provide by interviewer - online: ask them to have something (Glass of water, etc.) next to them.
- Put away anything that could be distracting! Turn off notifications on cell phone/laptop
- Explain how the interview will proceed, what the goal is and why visualisation is being used (see last page of handout)
- Be clear about how much time the modelling will take and stick to it. You must value their time as they do yours.

### During the conversation

- Define an inspiring goal (feasible, time-limited, inspiring) - take your time for this! The better the goal, the better the result.
- Guide through the "Behavior over time" graph
  - What does 100% feel like? / How do you recognize that you have reached 100%?
  - How does 0% feel? / How do you recognize that you have landed at 0%?
  - At what % are you now at this moment?
  - Where were you X years/months ago (distance equal to future distance) in %? And why?
  - At what % must you be at time X in the future? How do you know that you have achieved this?
  - What % would you be at if everything continues as before? "Business-as-usual"? How do you recognize that you are at X %?
  - What does it take to overcome the "dynamic" space?
- Start modeling with variables from the dynamic space or with "goal" variables (variables included in the goal itself)
  - Ask about "container words", e.g. "good atmosphere" -> What do you mean by this?
  - Make "measurable" – no evaluation in the variables!
- Make leverage points and barriers visible
  - Which variable do you consider to be the most important in the model?
  - Which variable is easiest/most difficult to influence?
  - How full/empty are the variables? - Here, it becomes clear what needs to be addressed
  - Variables where many arrows go away - very active - important for development of the system

### Exiting the dialogue

- Guide through the model once, or let them guide you.
- Thank them for their time
- Explain further work with the model and inform the person how to gain access to the model

### Conversations in general

- Always from the first-person perspective
- What exactly do you mean by XY - specify "container words"
- Openly ask questions:
  - Do I understand you correctly that you think ....

- From what I have heard ....
- Make the person aware that you will probably interrupt them at some point. This does not mean that you are not interested but that you are trying to make the many different dynamics visible and not just stick to one.
- Don't hide the fact that you are human - you can also add your thoughts. But always express them openly and transparently. Don't do it too often.

#### Keep in mind

- We are not modelling systems, but questions and assumptions!
- It is not the primary goal to find "feedback loops"
- The most important thing is that the interviewee feels heard and engages with the question
- Endure silence - sometimes silence is needed so that the other person can think about the question again
- Ask surprising questions: e.g. If you had to describe the question as a dish, why is that? - Laughter relieves tension / How would another person see the system?
- ALL MODELS ARE WRONG – but some are helpful.
- No model without "red arrows": Every perspective/model contains "balancing effects", which are indicated by negative/red arrows. If these did not exist, the system would move up or down in an endless spiral. There is no such thing as eternal growth.

## And: Have fun with it! 😊

What are the benefits of Insight Modelling?

Individual modelling:

- Be clear about what it takes to achieve a particular goal and how the different factors are interrelated.
- different factors are interrelated
- Becoming clear about what the most important factors are
- Learning new things about the system you are a part of through a guided conversation
- Identify leverage points and barriers in the system

Group modelling:

- Becoming clear about what it takes to achieve a certain goal and how the different factors are connected
- different factors are connected
- Becoming clear about what the most important factors are
- Learning new things about the system you are in through a guided conversation
- What are good leverage points in the system, and what are barriers?
- Find a common language
- Have a good discussion where the system is at the center and not your own opinion