

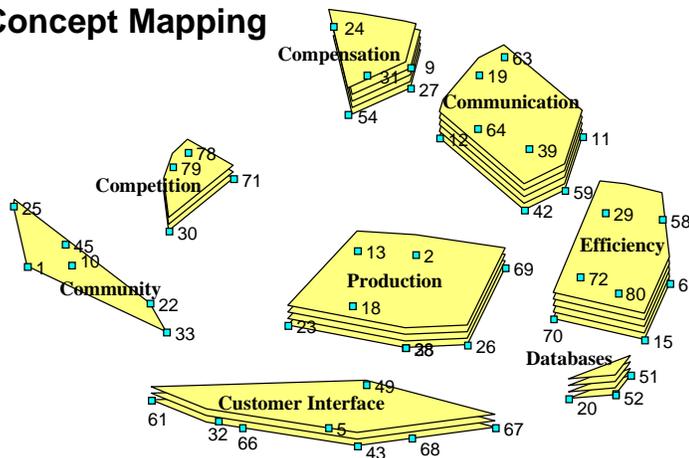
Accelerating decision-making with dynamic group processes and state-of-the-art systems.

Case Study

United Medical Associates

Floyd Metzger, Executive Director of United Medical Associates, and John Giannone, M.D., Chairman of the Compensation Committee, wanted to involve 150 doctors in decisions related to their compensation model. But how? It would be impossible to get them all to a series of meetings. John and Floyd decided to enlist Prism and the Concept System[®]. We proceeded in four phases.

Concept Mapping



The concept map displays the group's sorting and rating of numbered options: the more layers to each cluster, the higher its average vote.

Phase 1: Brainstorming

First we invited all doctors to log on to a web site or fax statements describing characteristics of the ideal physician compensation model. We received more than 500 responses.

Phase 2: Sorting and Rating

The 500 statements were reduced to 85 discrete characteristics of the ideal compensation model. Twelve doctors volunteered to sort these statements into categories. All doctors were invited back to the Web to rate the 85 statements in terms of:

- Importance
- Current satisfaction

Phase 3: Analysis

Powerful mathematical algorithms within the Concept System[®] analyzed all sorting and rating information and displayed the results in a concept map. (See example above.)

The Concept System[®] also disaggregated the results by subgroup and completed a gap analysis by comparing the doctor's importance and satisfaction ratings. (See sample ladder graph on page 2.)

Phase 4: Decision-making

The concept map and ladder graphs revealed critical information. The doctors did not want to replace their compensation model, as some had proposed. They preferred to improve the current model by addressing five areas where current satisfaction did not match importance. With this clear understanding of constituent needs, the compensation committee confidently recommended seven initiatives to UMA's board of directors.

According to Floyd Metzger, "Using Prism and the Concept System[®] created tremendous efficiency for us in this difficult project. The wealth of knowledge in the concept maps

and ladder graphs enabled the comp committee to know with real certainty what was important to the physician group. With this clear understanding of constituent need, they recommended a set of initiatives to the board of directors, who approved them."

Ladder graph: Importance Vs. Satisfaction

