



# **Analyst Academy Overview**

**Gathering, Organizing and Communicating Knowledge  
for Decision Making**

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[www.analyst-academy.org](http://www.analyst-academy.org)

# Analyst Academy Course Modules

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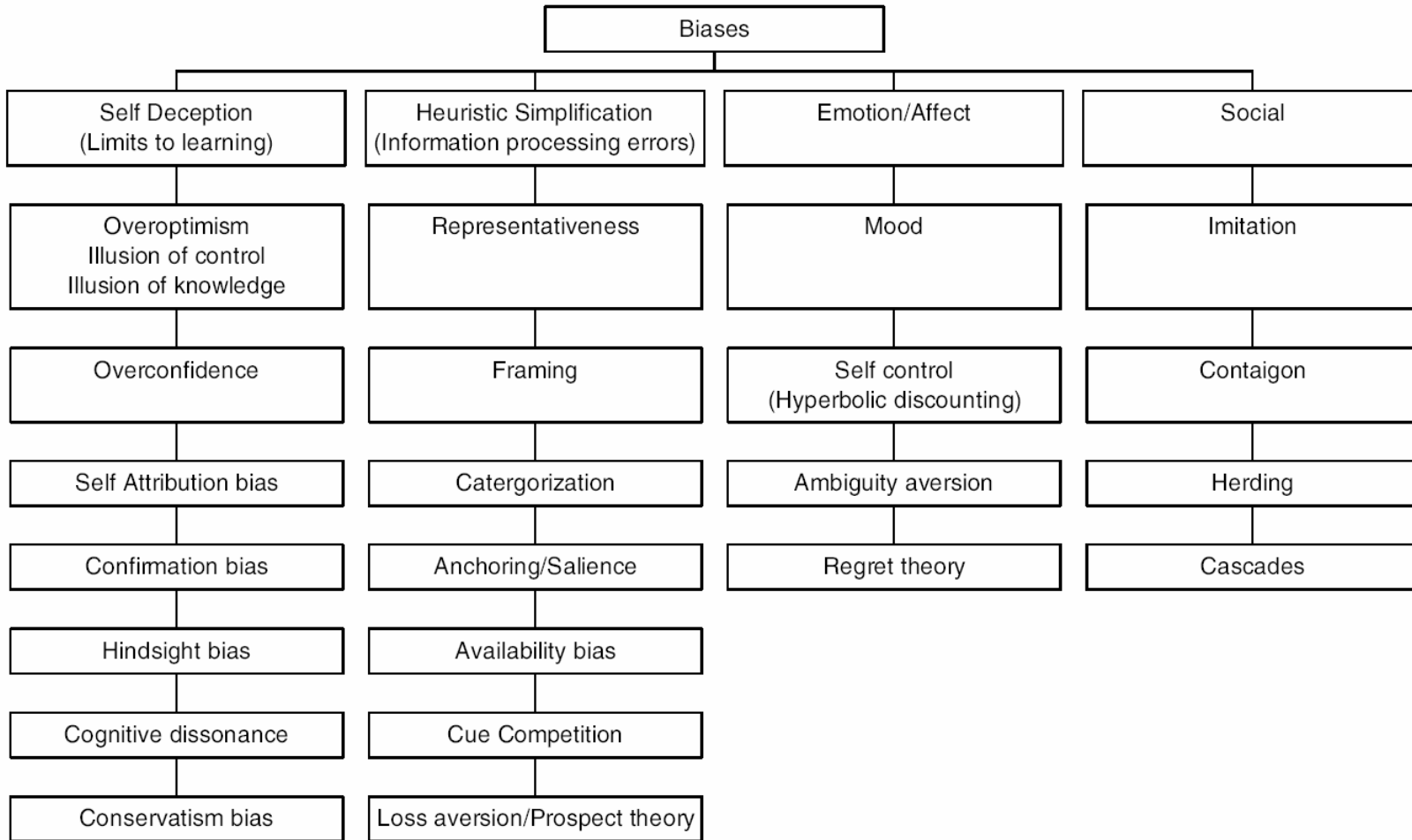
- 1. Visualeader** Knowledge Compression through Charts, Diagrams, and Maps
- 2. Dialogics** Leading high-impact discussions
- 3. Argumentor** Constructing relevant, valid and consistent arguments
- 4. Classificaider** Organizing information & knowledge systematically
- 5. Manageminder** Understanding the mind of the manager
- 6. Thoughtleader** Increasing the quality of thinking
- 7. Ergowriting** Writing for decision makers

# Slide Examples

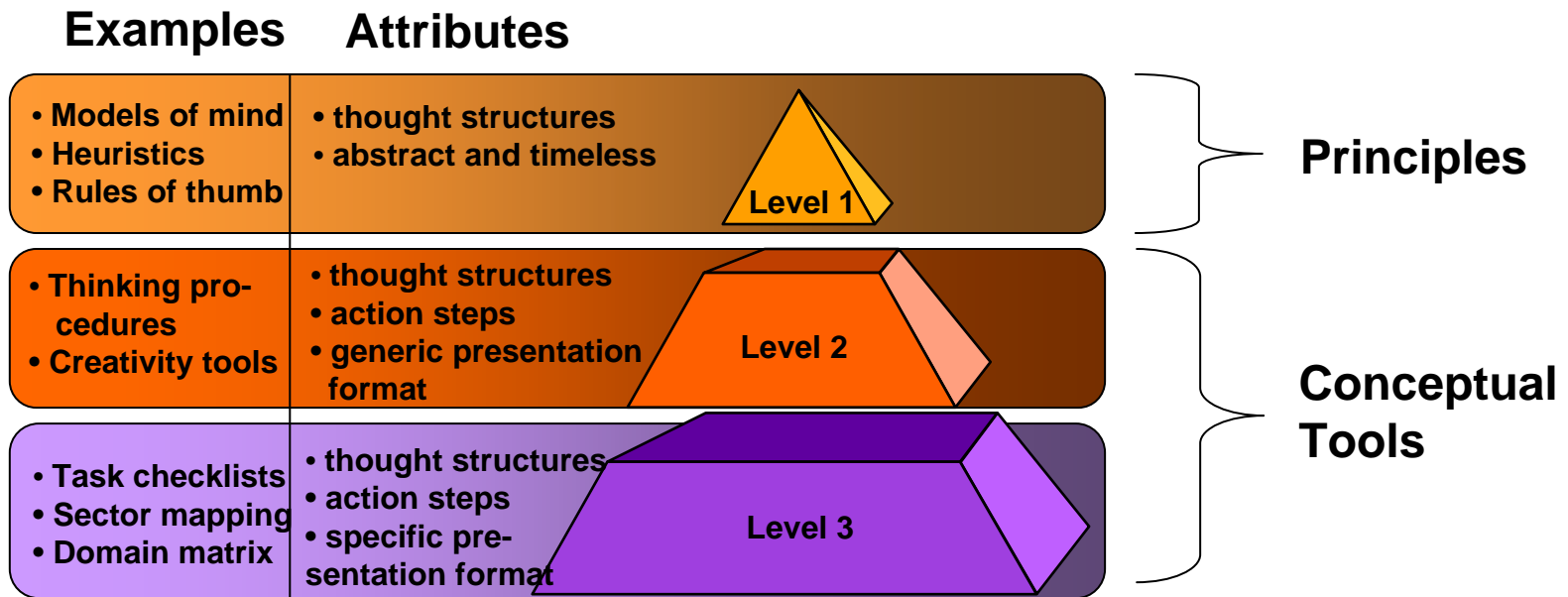
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- The following are slides taken from the different modules of the Analyst Academy.

# Analyst Biases



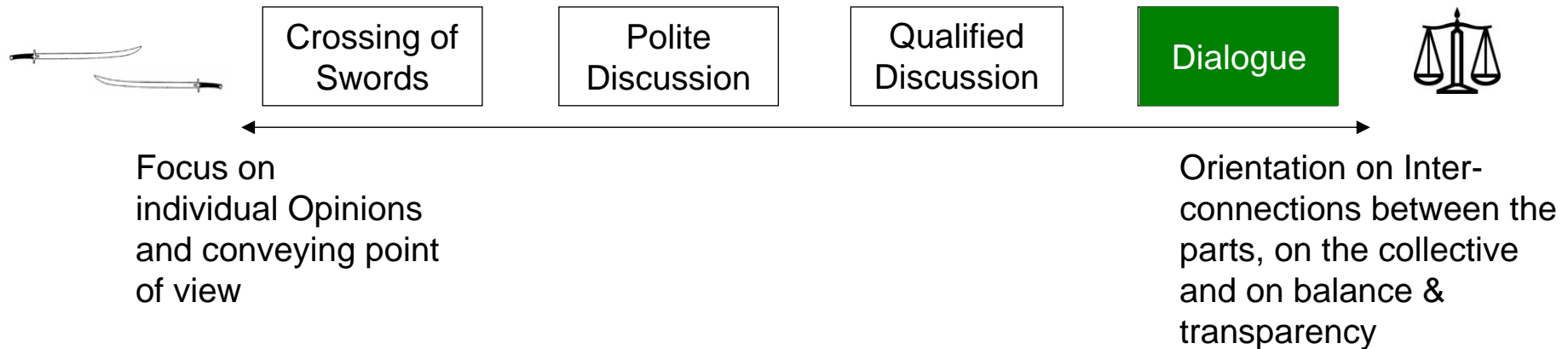
# Three Levels of Thinking Tools



# Elements of a Dialogue

## Definition of Knowledge Dialogues

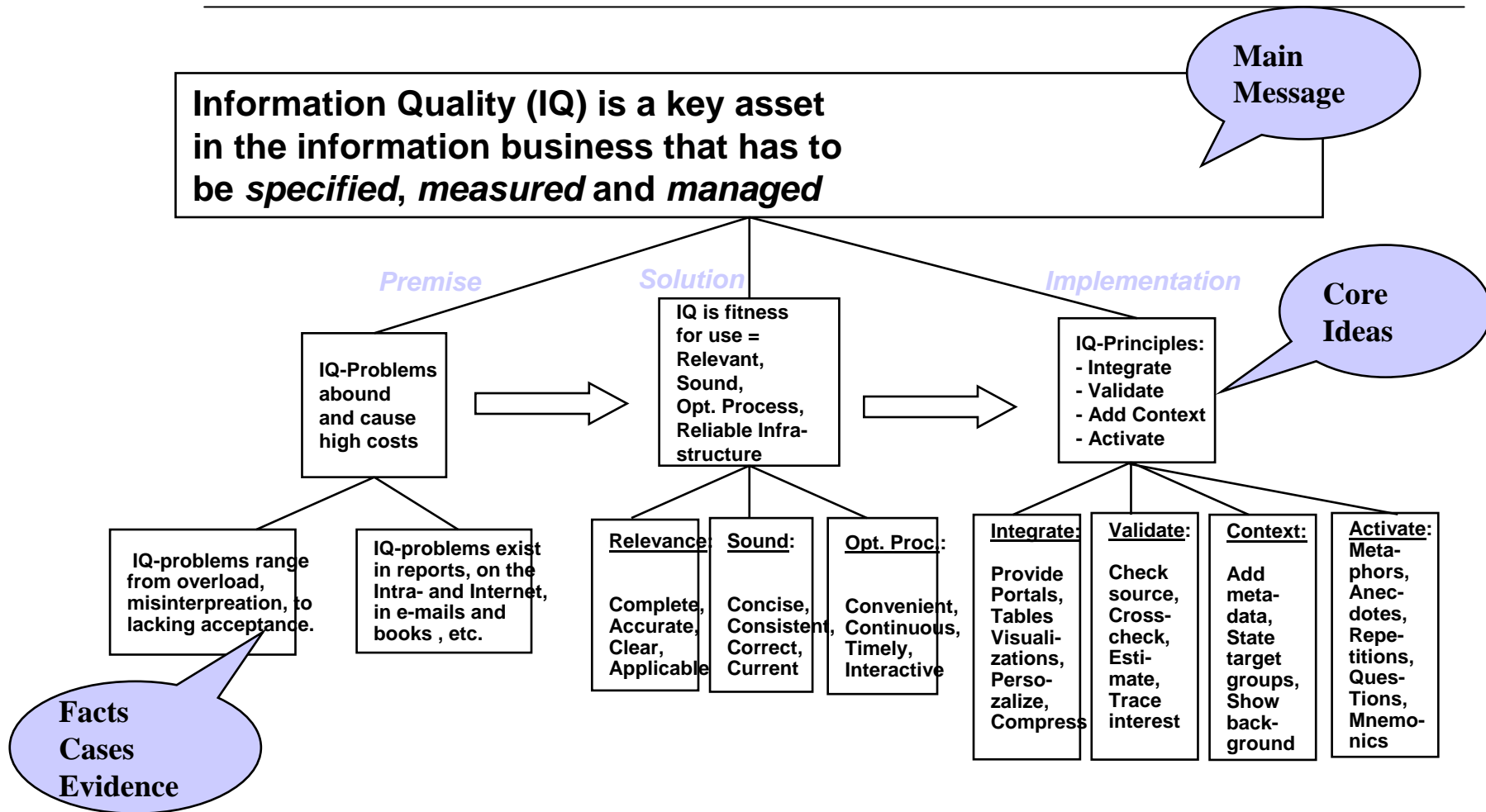
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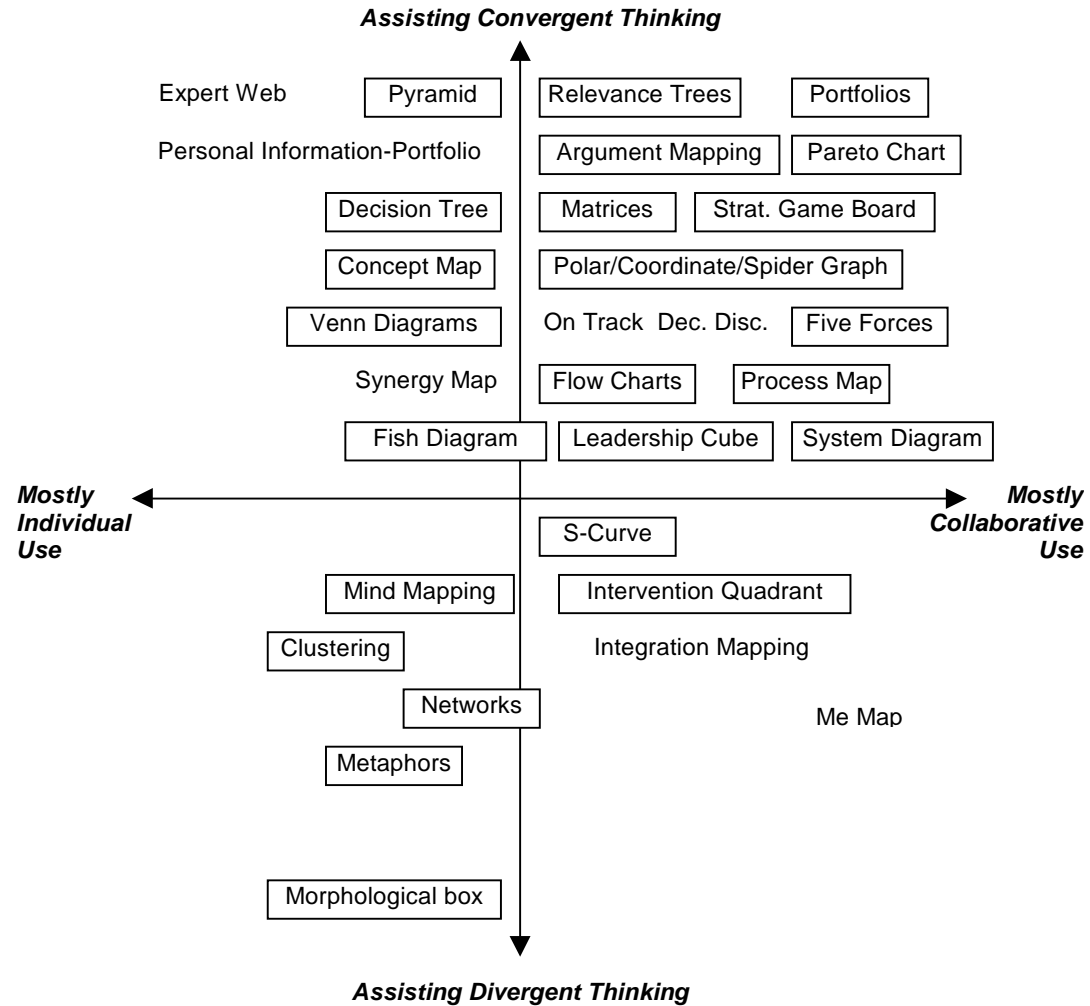
## Definition of Dialogue:

Dialogue is a **specific form of conversation** in which participants investigate in a **collaborative manner** complex and delicate issues and engage in **intensive listening**, questioning their **mental models** and in **suspending** periodically **their point of view**.

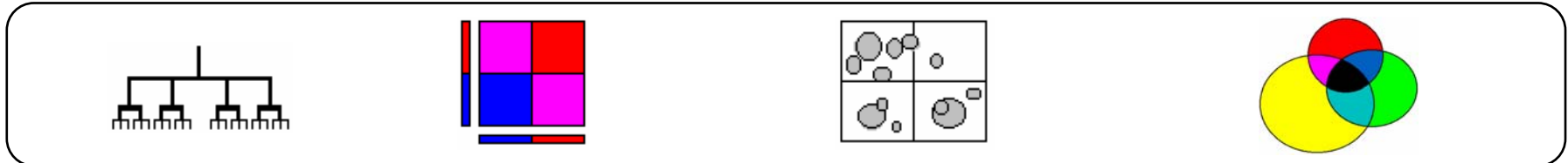
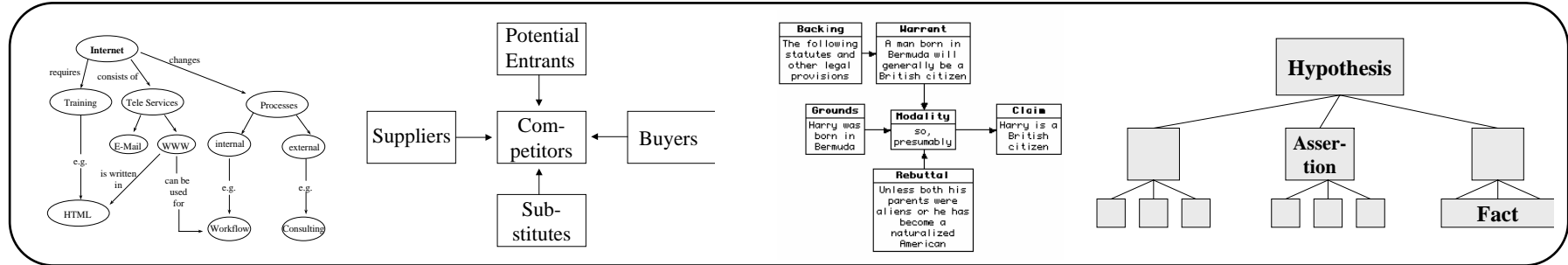
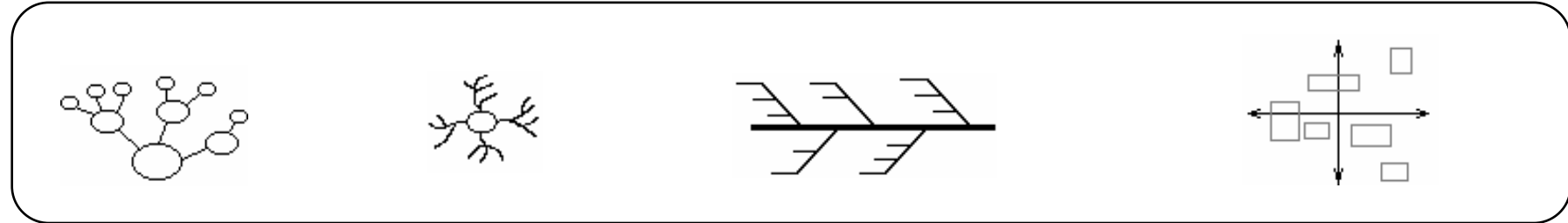
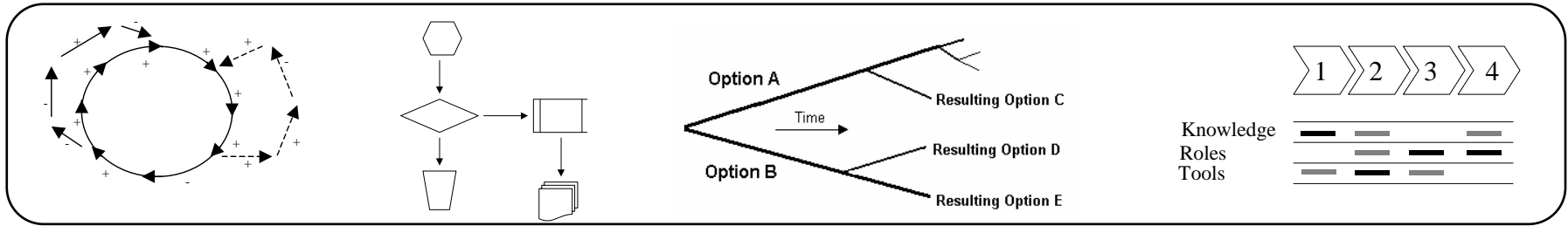
# Pryamid Summary Mapping



# Analyst Tools Overview



# Analyst Tool Examples (Selection)



# Six Key Challenges in Minding the Decision Maker

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- ① The **A.S.K.** Problem
  - The inability of somebody looking for knowledge to express his needs.
- ② The **Bias** Problem:
  - Analysis and Decision Biases of Executives and Managers affect their reasoning, such as anchoring, confirmation, availability, last used bias
- ③ The **Cognitive Style** Problem:
  - Cognitive Styles of Managers differ from very intuitive to analytical, from wholistic to detail-driven
- ④ The **Information Quality** Problem
  - Managers differ in terms of what they expect as value-adding information
- ⑤ The **Perspective** Problem:
  - Managers have different constraints and priorities and use a different language.
- ⑥ The **Overload** Problem:
  - Managers have difficulties dealing with large amount of information under great time pressure.

# Value Adding Activities in Knowledge-intensive Processes

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*Compressing, controlling, contextualizing, and corroborating information increases its quality.*

## Integration Activities

- Visualizing concepts
- Listing sources
- Summarizing content
- Personalizing content
- Prioritizing content
- Highlighting aspects
- Giving an overview
- Eliciting patterns

## Validation Activities

- Evaluating the source
- Indicating the level of certitude / reliability
- Describing the rationale
- Comparing sources
- Examining the hidden interests / background
- Checking consistency

## Contextualization Activities

- Linking content
- Stating target groups
- Showing the purpose
- Describing the background
- Relating to prior information
- Adding meta-information
- Stating limitations

## Activation Activities

- Notifying and alerting
- Demonstrating steps
- Asking questions
- Using mnemonics and metaphors; storytelling
- Stressing consequences
- Providing examples
- Offering Interaction