

Cognitive map analysis has been widely used to understand the structure of decision makers thought. It has been introduced as a proper tool to map the mental model of a decision-maker. Facilitators as agents who intervene and facilitate change in the mental models can use it to map the mental model of managers and assist them to change it or evaluate its changes over time. This paper introduces a framework of intervention, which has been implemented in three companies in order to change individuals' mental models toward shared mental models. Cognitive maps are used to measure the impact of intervention in different stages. Cognitive maps of three decision-makers, in three companies, have been used as a tool to measure the changes in the thought processes of decision-makers and to measure the rate of sharing among them after each intervention. Analysis and evaluation of the rate of sharing and the contents leads to some guidelines for more effective intervention.

Published at: **International System Dynamics Conference Proceedings in Italy Palermo, 2002**