Rich Picture or Cultural Model

The Big-Name Hi-Tech Company has an internal training department. These 8 employees are responsible for providing information system training for all of the other departments in the company. There are many applications and many different kinds of users to think about. For example:

- Staff members need training every time new releases of the standard office applications, accounting packages, and other widely used software come out.
- Departments are putting more effort into the company's internal and external websites, including document management and snazzy multimedia displays. They need to keep up with the latest developments.
- The research and development units have some high-powered analysis tools, and new ones keep coming along.

The training department has to keep track of which departments are acquiring what software, and must try to keep ahead enough to develop training materials and courses in time to help them. Sometimes they just can't keep up; a couple of departments have started to use independent training companies, especially for major new software purchases. Members of the training department sometimes feel they're kept in the dark about what other departments are thinking of purchasing, and are then put on the spot to come up with training as fast as possible. They do a good job when they are given a reasonable amount of time to prepare, and generally get very good reviews of their work from the other departments.

The manager of the training department is also feeling squeezed. He knows they provide vital service, but is getting pressure from above to "do more with less". He realizes that the department can't do everything they're asked, so he is starting to set priorities about which departments and which software they'll support.

Everyone in the training department is concerned about the increased use of outside training companies. Other functions that used to be performed by the company have been outsourced. What if upper management decides to completely outsource training, or decides to keep only a minimal staff in the company?

Draw a rich picture or cultural model to represent this situation from the perspective of the training department. Include the stakeholders and their concerns, relationships among stakeholders, and any conflicts or breakdowns.