

The 'Deep Logic' of an Issue

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"We don't want to tie ourselves down by logic while we're trying to make a guess. Once we have a guess we can go back to logic and try to prove it."

-- Charles Fefferman

Every issue that we discuss or think about contains – or could contain - layers and layers (and still further layers) of meaning. The term 'deep logic' refers to these layers and further layers.

Our '**conventional prose forms**' of thinking and communicating (whether we do the latter orally or in writing) do not enable us to explore or understand, effectively, the deep logic of any issue. Some deep thinkers (philosophers, scientists, mathematicians, legal luminaries, writers, political intellectuals) are indeed able, because of prior education or training, to probe deeper into an issue than others. However, the 'conventional prose forms' impose very stringent limitations on the kind of thinking that is possible by anyone, regardless of his/her training, background or inclination.

For example, consider the following assertion:

"To enhance creativity and intellectual productivity should contribute to effective problem solving"

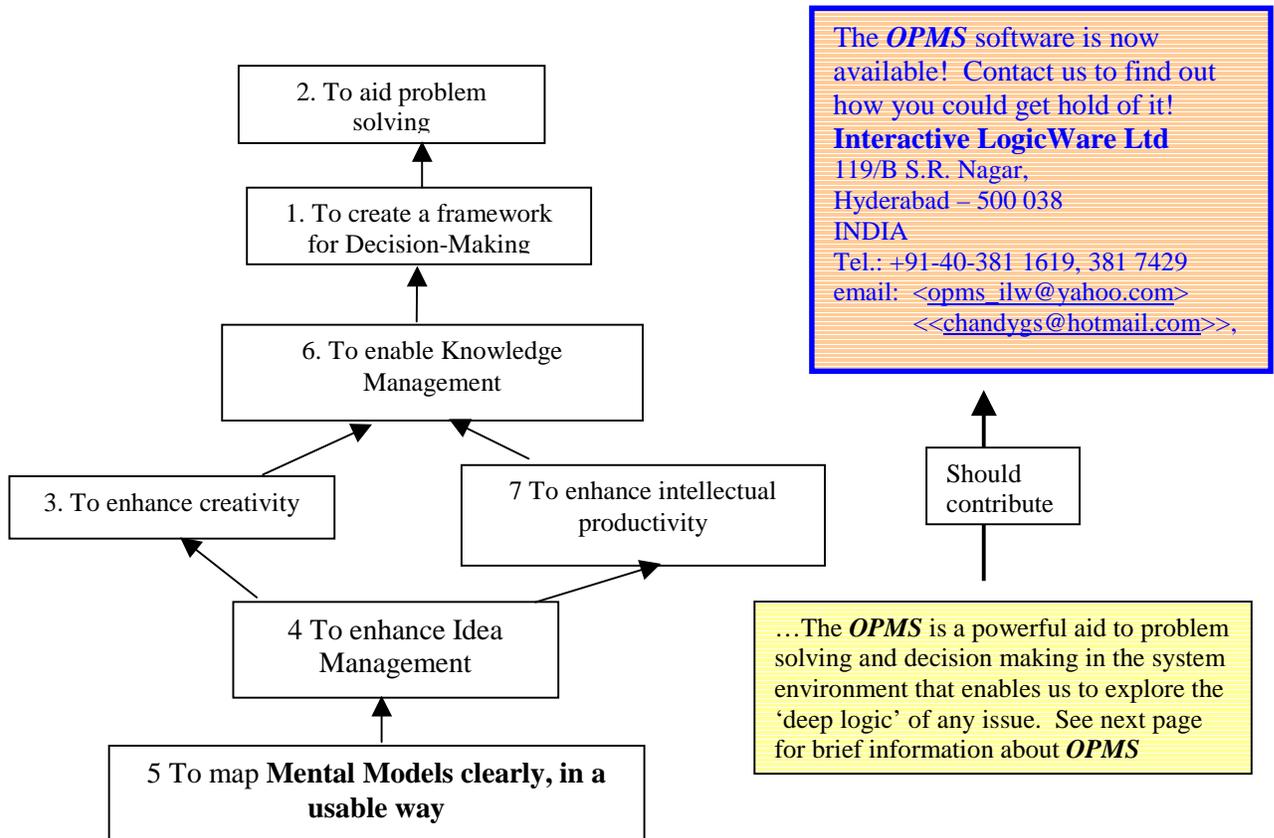
Most people might agree with this assertion. If not - no problem: just take it as a mere assertion, an assumption, with no 'truth value' contained in it. Our claim, in any case, is that the conventional mode of thinking does not enable us to explore much further than the assertion itself. Yes, we can discuss **around it** just a bit – but not much progress is possible. Professor John N. Warfield's (JNW) seminal contributions to 'systems science' enable us to explore that assertion **to the depth and in the degree of detail desired** at any point of time. For instance, see model below created using JNW's Interpretive Structural Modeling (ISM), for a quick exploration of part of the 'deep logic' of the above assertion. (Many other, and if required, much deeper, explorations are possible). **The 'One Page Management System' (OPMS) is found to be the practical tool par excellence for the exploration of deep logic of any issue of interest.**

The **OPMS** approach enables us to create graphical pictures that are a scientifically rigorous 'representation' of our 'mental models'. One such graphical representation is illustrated on the next page.

What is a 'mental model'? We name any idea held in the mind as a 'mental model'. In general, mental models are created in the mind of an observer when reality impacts on the observer. What is 'reality'? We shall have to talk to some philosophers about this: that generally may leave everyone utterly confused – so, for the moment, we shall take for granted that we are all agreed on the meaning of 'reality'. In due course, when we've done some more mental work using the processes described here, we may arrive at a consensus on what really constitutes 'reality'.

A Graphical Picture of a Mental Model

(Read bottom upwards. Each arrow means “contributes to”)



It would be noticed that the relationship “contributes” flows through the entire diagram. “Contributes to” is a transitive verb, obeying the following logical rule:

If ‘A’ —————> ‘B’

And if ‘B’ —————> ‘C’

Then ‘A’ MUST —————> ‘C’

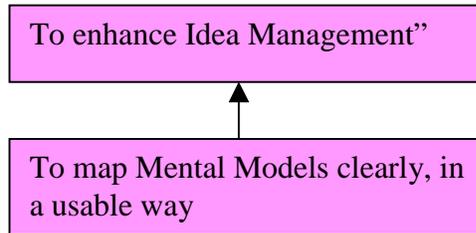
(where ‘A’, ‘B’, ‘C’ represent factors in the issue and ‘—————>’ represents the transitive relationship being used).

By reason of the property of transitivity, we are enabled to explore, quite easily and very effectively indeed, the deep logic underlying any assertion whatsoever. (We could check this claim out with any assertion predicated on any transitive relationship – “contributes to” for example). Some of the assertions contained in the above picture are shown below, both in prose and as graphical pictures. Using the graphical pictures enables us to explore, quite easily, any assertion in the depth and to the degree of detail desired.

(All graphical pictures shown below, parts of the larger model above, are to be read bottom upwards, and the arrows in each of them stand for “**should contribute**”)

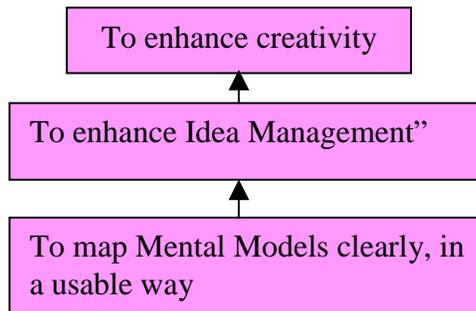
Prose Assertion 1: “To map Mental Models clearly, in a usable way, **should contribute** To enhance idea management”

Graphical picture of prose assertion 1:



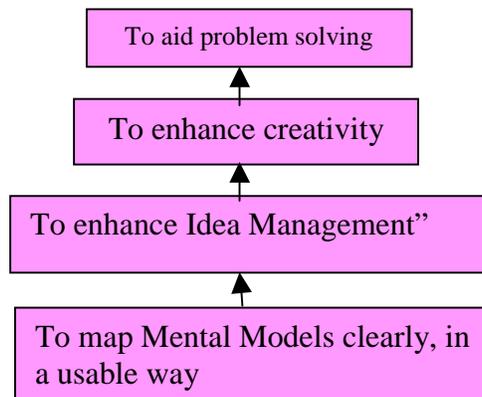
Prose Assertion 2: “To map Mental Models clearly, in a usable way, **should contribute** To enhance idea management, which, in turn **should contribute** To enhance creativity”

Graphical picture of prose assertion 2:



Prose Assertion 3: “To map Mental Models clearly, in a usable way, **should contribute** To enhance idea management, which, in turn **should contribute** To enhance creativity, which in turn, **should contribute** To aid problem-solving”

Graphical picture of prose assertion 3:



The power of the *OPMS* approach comes through as the models become larger, representing real situations more closely. (In this note, we have explained only Interpretive Structural Modeling - not the Field Representation Method, which is the other important tool required for 'systems modeling').

Effective Problem Solving

As individuals or as groups, we confront problems all the time, on a continuing basis. We therefore need to be *effective* problem solvers.

The '**One Page Management System**' (*OPMS*) approach provides a powerful means to enable and ensure effective problem solving by individuals and by groups. There are no limitations as to the kind of problems that may be tackled using the *OPMS* approach - the preliminaries are, simply:

"You have a problem? Not satisfied with the results you're getting from the conventional approaches? Then do try out the *OPMS* approach! Just define a 'Mission' - then the *OPMS* will help you create an action plan that *effectively* integrates all available knowledge on the issue to arrive at wisdom about it."

The *OPMS* approach would help enable accomplishment of any feasible Mission with the highest possible effectiveness because it integrates all available knowledge about relevant issues. Or, it will show you that the chosen Mission may not be feasible at the current state of knowledge - before you have expended too many resources of time and money on it.

The **OPMS** would in due course create a new paradigm for the way individuals and groups to tackle their problems, work to accomplish their Missions. Most of us have been told by our teachers in schools and colleges that we are utilising barely 10%-15% of our own inherent abilities. There has been no systematic method to access the balance, except the exhortation of "Try Harder". It is indeed important to try harder - but we do need an effective way to do that. Now, the **OPMS** approach affords the systematic and practical means of accessing and effectively utilising the extraordinary abilities lying unused and dormant within us, as individuals and as groups. Thus, the *OPMS* is the practical tool that enables us to "Try Harder"!

In the preceding pages, on 'Deep Logic', we have briefly described, with a generic example, one of the major benefits derived from the *OPMS* approach. There are a great many other benefits.

The *OPMS* approach encompasses the following:

- Idea Generation - 'brainstorming' made rigorous and systematic
- Idea Structuring - enables us to organise our ideas 'for action' purposes
 - Interpretive Structural Modeling (ISM)
 - Field Representation
- Idea 'Integration' - - - The heart of the *OPMS* approach

John N. Warfield's "Interactive Management"

In this document, we have explained only ISM to some extent.

OPMS: "It's an Operating System for the Human Mind!"

Scope of Product: The 'One Page Management System' (OPMS) is based on Interactive Management (IM), propounded by the renowned systems scientist, John N Warfield, (Director [retd] of Institute of Advanced Studies in Integrative Sciences at George Mason University, ex-Professor, University of Virginia, Sr. Fellow, IEEE). The **OPMS** concept, created and developed over years of research takes Interactive Management a step further, making it much more widely applicable and far more easily usable. The scope of the *OPMS* software product, developed by ILW, encompasses:

- A framework for **Decision Making**
- An aid to **Problem Solving**
- An aid to enhance **Creativity**
- Ensuring effective **Idea Management**
- Mapping **Mental Models**
- An enabler of **Knowledge Management**

The unique *OPMS* software is now available! Write in to us to find out how you could get hold of it!
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<<opms_ilw@yahoo.com >>
Interactive LogicWare Ltd
(address further down this document)

The outcome of the entire exercise is a **comprehensive** integration of *ALL* dimensions of the Mission/problem (such as *things to do, strengths, weaknesses, opportunities, threats, barriers, events*) resulting in a robust and highly effective action plan. The action plan is based on the powerful concept of '**transitive relationships**' that links the different identified elements of each dimension. Any Mission that is fundamentally viable would be more much effectively handled with the aid of the **OPMS**. Missions may be:

- **Organisational** Missions
- **Individual** Missions
- **Societal** Missions.

NO Limitations whatsoever – except that the issue/Mission should be challenging.

Power of OPMS: The **OPMS** approach enables an organisation to benefit extensively from '**self-consulting**' by paving the way to create wisdom from existing knowledge – and then to integrate the wisdom of its people into an effective action plan. The **OPMS** is a vehicle to explore and exploit the vast **latent knowledge** and **intuitive power** of the people in an organisation. The latent knowledge here signifies the knowledge that exists at a sub-conscious level, the articulation of which is enabled in **OPMS** by use of the 'Socratic method' of questioning. **OPMS** enables the verbalization of people's intuitions.

This integral technique of “**questioning, verbalization and structuring**” makes complex problem simple. The central philosophy of **OPMS** is that the “**solution to a problem can be best solved by the people involved with the problem**” and it “**ensures clarity in the relationships and linkages between its sub-systems of a problem**”. Aptly, the coinage for **OPMS** is a product that “*Stimulates and Simulates the Mind*”.

What ILW is looking for: We are a tiny organisation with a HUGE concept, something that can create a paradigm shift in the way individuals and groups tackle their problems, work to accomplish their Missions. The sole knowledge of the **OPMS** lies with us. We are looking for an appropriate collaboration that can help take the **OPMS** concept to the market: we shall require financial, management and technical inputs from our collaborators.

Synergy in Partnership: We seek partners who can synergise with us to unleash the underlying power of the **OPMS** concept. Our aim is to create a paradigm shift in the use of technology for a quantum thrust in individual, business and societal effectiveness – all arising out of a strongly held value system. **OPMS** can enable an exemplary shift in business and societal processes as a whole, significantly enhancing individual effectiveness in all that Missions attempted.. The organisation possessing the full knowledge of **OPMS** and its many spinoffs is, we believe, slated to be the Microsoft of tomorrow.

We would be happy to consider:

- Investment proposal
- Marketing tie-up
- Strategic alliance for mutual benefit
- Collaborative development of the **OPMS**, in any of the vast number of spinoffs that arise from this 'generic relational concept'

How to proceed: The power of the **OPMS** approach is best understood through a real experience. This experience is easily availed through a live workshop working on a challenging Mission of current interest to your organisation.

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Next pages: Some Views and Opinions

Our *OPMS* software is now being released! Write in to us to find out how you could get hold of it!

OPMS – some opinions from world leaders

*Some opinions about **OPMS** from world leaders in the field of Interactive Management:*

- “**...a tour de force**” – John N. Warfield, prime developer of *Interactive Management*, University Professor and Virginia Eminent Scholar, George Mason University, USA
- “**...a spectacular development indeed**” – Aleco N. Christakis, Founder-Director, CWA Ltd, co-founder, of the ‘Club of Rome’
- “**...has the potential to become a ‘killer ap’**” – Kevin M.C. Dye, Chief Process Scientist, CWA Ltd.

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Feedback received from our workshops:

All Participants in our workshops have been most enthusiastic about the potential and the utility of the **OPMS**. Almost without exception, they have given an enthusiastic ‘**YES**’ response to the question: “Would you recommend **OPMS** to others?”

We provide below the opinions of a few participants:

Participants, various organisations	Views & Opinions
Ms Nalini Gangadharan, Director, Dr Reddy’s Foundation, Hyderabad	The OPMS approach offered us an excellent, workable way to design our project, convince stakeholders and monitor all its aspects – so we are taking it up in right earnest at all levels.
Mr Shiv Kumar CEO – ITC-I.B.D., Hyderabad	We have just seen a glimpse of something that has immense potential
Mrs Subhalakshmi A Panse DGM – IT, Bank of Maharashtra - Pune	Initial apprehension of initiating a new process at the Bank has been converted to an overwhelming appreciation of the whole process
Mr S. Deenadayalan, Head, Centre for Excellence in Organisations, Chennai	This is a process that can become the harbinger of a new culture for effectiveness within the thinking organisation
Mr Humayun Dhanrajgir Ex-Managing Director, Glaxo India	This is going to be something really BIG – you have to bring it out fully and show it to the world!
Mr Ajit Chordia MD, Khivraj Group, Chennai	The OPMS process was a sheer revelation to me
Mr N.Luthra Managing Director – Kirloskar Consultants – Pune	Very Useful
Prof J.G.Krishnayya, Founder- Director, Systems Research Institute, Pune	The process is so outstanding that it immediately led me to enter into a long-term association
Air Marshal (retd) Ramdas S.S	Very Useful – most convincing indeed
Mr S.B.Advani, General Manager (retd). Crompton Greaves, Nashik	Excellent – I plan to associate with you from the USA
Dr A..Khosla, Founder, Development Alternatives, Delhi	Excellent – we would want to see more of it
Mr George Varughese, Development Alternatives	Very useful indeed – Just add a few things and you have a big winner on your hands!
Mr Santosh Goenka, CMD, Strategic Newspapers Pvt Ltd	Fabulous!