MAJOR STEPS INVOLVED IN CREATING AN OPMS

The major steps involved in creating an *OPMS* for a Mission are explained in outline. It has been found that first-time users take generally around 1-2 months (of ½ to 1 hour a day) to arrive at an adequate understanding to enable them to continue thereafter on their own). This much time is required NOT because of any difficulty in the *process* of creating an *OPMS*!

 The time involved represents the difficulties we face in properly identifying our weaknesses (arriving at a consensus if a group is involved) and then in taking effective steps to overcome those weaknesses.

Subsequent **One Page Management Systems** created will generally work out much more speedily, as many of the models and much of the understanding required has already been generated in the first *OPMS.*

(For illustration, a prototype *OPMS* for a general Mission is shown below, and the major **'Steps to create an *OPMS*'** are listed after the illustration).

ONE PAGE MANAGEMENT SYSTEM – Prototype

__Mission:__ " TO --"

A: THINGS TO DO

- ISM ➜ Action Plan
- Field Representation   (FR)

B: BARRIERS/THREATS

- FR with "Barriers"
- Problematique + Resolution Structure

C(i): STRENGTHS/RESOURCES (Available)
- OF with Strengths/Resources available for Mission

C(ii): STRENGTHS/RESOURCES (Required)
- OF with Strengths/Resources required to accomplish Mission

D: WEAKNESSES

- ISM/OF with "Weaknesses (which could impact Mission)
- Problematique + Resolution Structure

E(i): OPPORTUNITIES

- ISM/OF with "Opportunities"

F: EVENTS

- PERT Charts/CPM of nts
  Gantt Charts, Resources, .
  of conventional Project

E(ii): OPPORTUNITIES – Preparation Required
     (to avail of Opportunities)
- ISM/OF

SYSTEM TIE-LINE

G: PLANNING SYSTEM

- Planning Models

H: INFORMATION SYSTEMS

- Information System Models
  (Databases)

I: MARKETING SYSTEMS

- Marketing Models
System
     (Databases)

J: PRODUCTION SYSTEM

- Models relating to Production

K: PROBLEM-SOLVING SYSTEM

- P-S System is built into the OPMS
the OPMS

L: LEARNING SYSTEM

- Learning System is built into

**M: MONITORING & EVALUATION
       SYSTEM**
- All reports for monitoring &
   evaluating progress

**N: FINANCE CONTROL
       SYSTEM**
- All Books of Accounts,
   Financial Ledgers
   Balance Sheets, P&L
   Accounts,
Financial audit, etc.

O: OTHER

Note: Each item under the various 'dimensions' above is a model of the kind of elements described in the title of the respective dimension. Each such model explicitly shows the relationship of the various elements comprising it to each other and to the global 'Mission'.

Creating the OPMS

Step 1: Identify a desirable Mission M:

MISSION: "_____"

(In case you have a problem, just put it into **'Mission'** format. Various examples of 'Missions' are available in various examples illustrated).

Step 2: THINGS TO DO (to accomplish Mission):

Generated from "1st Fundamental Trigger Question":

"What, in your opinion, are the THINGS TO DO to accomplish the above Mission?"

Step 3: Action Planning:

We shall construct an **Interpretive Structural Model (ISM)** with the responses to above 1st Trigger Question. This ISM (which is technically known as an 'Intent Structure') will develop into the ongoing Action Plan for the Mission.

The participants in the Mission should spend about 20-30 minutes each day to develop models relating to progress in their individual parts of this Mission (as seen in their individual One Page Management Systems that should start developing as the organization works towards the global Mission). As a whole, the organization should meet from time to time, as found convenient, to model progress towards the global Mission.

Step 4: **Identifying DIFFICULTIES, BARRIERS and THREATS – and overcoming them**

These are generated from the "2nd Fundamental Trigger Question":

"What, in your opinion, are the BARRIERS, DIFFICULTIES & THREATS that may hinder or prevent accomplishment of the chosen Mission?"

Generally, responses to the above trigger question may be:

a) converted into appropriate THINGS TO DO, which would then be integrated into the ongoing Action Plan

b) inserted into a Field Representation – the OPMS software will then help users create Dimension Titles for the Field Representation and also to link up various elements in the Field with appropriate relationships. Various other actions are to be done with Field Representations, which are described in our Workbook.

c) These BARRIERS, DIFFICULTIES & THREATS are also most usefully inserted into a *'Problematique'* (the governing relationship of which is *"aggravates"*)*.* It takes a while to learn to develop and use a problematique effectively, but it will be well worth the effort, for the reasons noted in our *'Basic Presentation'*, a copy of which is provided for reference**.**

The above exercises would help us identify and implement, on a continuing basis, means to overcome BARRIERS, DIFFICULTIES and THREATS discovered during our progress towards our Mission.

Step 5: **Identifying STRENGTHS (available/required)**

Generated from "3rd Fundamental Trigger Question":

"What, in your opinion, are the STRENGTHS (available/ required) that could help accomplishment of the chosen Mission?"

Responses to the above Trigger Question, if sizable in number, may be inserted into a Field Representation.

The STRENGTHS identified as **"Required, not available"** would be translated into appropriate THINGS TO DO format and integrated into the ongoing Action Plan to enable users find ways to develop the required STRENGTHS.

Step 6: Identifying WEAKNESSES – and overcoming them

Generated from "4th Fundamental Trigger Question":

"What, in your opinion, are the WEAKNESSES that may hinder or prevent accomplishment of the chosen Mission?"

The means of handling WEAKNESSES are exactly the same as we have for handling BARRIERS, etc. That is, responses to the above trigger question would be:

a) converted into appropriate THINGS TO DO, which would then be integrated into the ongoing Action Plan

b) inserted into a Field Representation – the OPMS software will then help users create Dimension Titles for the Field Representation and also to link up various elements in the Field with appropriate relationships. Various other actions are to be done with Field Representations, which are described in our Workbook.

c) These WEAKNESSES are also most usefully inserted into a **'Problematique'** (the governing relationship of which is **"aggravates")**. It takes a while to learn to use a problematique effectively, but it will be well worth the effort, for reasons cited in our **'Basic Presentation'**, a copy of which has been provided with our Workbook.

The above exercises help us identify and implement, on a continuing basis, means to overcome WEAKNESSES discovered during our progress towards our Mission.

For individuals as well as for organisations, correct identification of BARRIERS & WEAKNESSES (and defining ways to overcome them) is often a very long and painful task – particularly when organisational Barriers and Weaknesses are derived from an individual's Weaknesses. It could take months – sometimes people NEVER learn to get over their Weaknesses even when they cause disaster. In fact, most (man-made) disasters are caused precisely because people have not learned how to handle their existing Weaknesses!

Step 7: Identifying OPPORTUNITIES available

Generated from "5th Fundamental Trigger Question":

"What, in your opinion, are the OPPORTUNITIES available that may help accomplishment of our chosen Mission? – and what are the THINGS TO DO to avail the OPPORTUNITIES discerned?"

Responses to above trigger question are inserted into a Field Representation showing OPPORTUNITIES available – and THINGS TO DO to avail the

OPPORTUNITIES identified. The THINGS TO DO to avail the OPPORTUNITIES are also integrated into the Action Plan, to enable us to see how we may work towards availing of the OPPORTUNITIES that arise.

Step 8: Identifying EVENTS & MILESTONES

Generated from "6th Fundamental Trigger Question":

"What, in your opinion, are the EVENTS/MILESTONES that may occur during our progress towards our chosen Mission?"

Responses to above trigger question are inserted into PERT/Gantt Charts (as is done in the conventional 'Project Management' software, to show the status of Milestones during progress towards our Mission.

We observe here that the conventional Project Management software deals *only* with this single dimension of the OPMS (namely, the EVENTS Dimension). Obviously the name 'Project Management' software is a serious misnomer for such software – which may accurately be called **'Event Management'** software.

The OPMS may be seen to fulfill the role of true Project Management, as it enables users to see **all dimensions** relating to a specified Mission. However, we prefer to regard the OPMS as an 'aid to problem-solving and decision making' (which includes 'Project Management', and much else besides).

Step 9, et seq: 'System' Dimensions of the OPMS

When sufficient numbers of elements have been generated in response to the **Six Fundamental Trigger Questions** as described above (**and**, further, those elements have been appropriately inserted into models **AND linked up**), the users would find it necessary and useful to start working on the 'System Dimensions' of the OPMS:

- **PLANNING SYSTEM(S)**
- **INFORMATION SYSTEM(S)**
- **MARKETING SYSTEM**
- **PRODUCTION SYSTEM (for manufacturing organizations. For educational institutions, research institutions, etc., the title of this dimension may be modified appropriately).**
- **PROBLEM SOLVING SYSTEM AND LEARNING SYSTEM: The OPMS itself defines these two systems, and no work is required to be done by users in regard to these two closely coupled systems)**
- **MONITORING & EVALUATION SYSTEMS**
- **FINANCE CONTROL SYSTEM**

- **OTHER(s) (as required)**

The OPMS would help users develop all above dimensions.

In general, the models in these 'system' dimensions of the OPMS are small, but powerful, 'meta models' derived from the larger models appearing above the System Tie Line. It is generally found that these models start developing effectively, in a very natural way after a certain 'richness of connection' has been established between the fundamental models above the System Tie Line.

The models within the OPMS are models of human perceptions relating to the chosen Mission. The purpose of creating such models is primarily to show a simple 'action path' to each person involved in accomplishment of the Mission. That is, these models show what each person and each group involved should do each day in pursuit of the Mission. The THINGS TO DO identified in the Action Planning structure as 'FOCUS elements' are the crucial activities at any point of time – these would be just a few (typically, 3 to 5 each day). These focus elements will naturally change from time to time as we progress towards accomplishment of the Mission.

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