

About the 'One Page Management System' (OPMS)

Our *OPMS* software is
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Introduction: A tool to help transform ideas to reality

The '**One Page Management System**' (*OPMS*) is a practical aid to problem solving and decision making, developed on the strong foundation of Professor John N. Warfield's '**Interactive Management**' (*IM*). The *OPMS* is a realisation of Warfield's seminal contributions to general systems theory: the "**structural approach to system design**". People who have worked to some level with the *OPMS* concept agree that our description of the *OPMS* as an "**Operating System for the Human Mind**" is fully justified.

We claim in fact that, in the conventional way, people - both as individuals and as groups - are effectively using only a very small part of their own inherent capabilities and genius. The claim can be demonstrated. This happens because of the way our educational systems have shaped the individual and the 'group' mind, forcing into dormancy its ability to continually ask significant questions and to find appropriate answers through examination, re-examination and modification as required of its own 'mental models'. The *OPMS* approach can help to regenerate the 'question-asking frame of mind' that is every child's inherent capability enabling him/her to learn and grow in all ways, intellectually and spiritually - and thereby to enable significantly higher effectiveness in both individual and in group work.

The *OPMS* consists of 'element' lists and models under various dimensions relating to any Mission undertaken, such as:

- **THINGS TO DO to accomplish a Mission**
- **BARRIERS/ DIFFICULTIES/ THREATS hindering accomplishment**
- **STRENGTHS (available / required)**
- **WEAKNESSES**
- **OPPORTUNITIES (available / preparation required to avail)**
- **EVENTS / MILESTONES that may be anticipated during progress to Mission - this EVENTS/MILESTONES dimension is the dimension that comprises what is currently miscalled "Project Planning Software".**

The name of each of the above Dimensions is actually a pointer to the 'elements' and models constructed in that Dimension. The models in each dimension show the specific inter-relationships of elements via one of two kinds of '**structural**' or '**relational modeling**' tools invented by Warfield, namely: Interpretive Structural Modeling (ISM) and Field Representation (FR) method. Interpretive Structural Modeling (ISM) enables users to create models with any appropriate transitive relationship in a system; Field Representation enables people to view the 'clusters' in any parts of a system under study, developed in such a way as to satisfy Ashby's Law of Requisite Variety.

For example, the main model in the THINGS TO DO Dimension would illustrate how the elements in this dimension may "**contribute to**" each other and to the overarching Mission. Models in other dimension would have other, appropriate transitive relationships as default, e.g., the BARRIERS and the WEAKNESSES Dimensions would use the transitive relationship "**aggravates**". The models constructed in various

dimensions may be linked up to show the relationships of elements in each dimension with the elements in other dimensions; enabling resolution of such issues as:

- How specifically do specific BARRIERS/WEAKNESSES prevent accomplishment of THINGS TO DO?
- How specifically to overcome the BARRIERS/WEAKNESSES identified?
- Etc, etc

On inter-relating the above-noted dimensions, users would then be enabled to create truly effective sub-systems that may be required, for example, 'PLANNING Systems', 'INFORMATION Systems', 'MARKETING Systems', and the like. All of these subsystems are automatically integrated into a comprehensive system to help accomplish the Mission - the **One Page Management System** for the chosen Mission.

The *OPMS* is itself a '**model of models**', i.e. it is a model the 'elements' of which are themselves the models created for various Dimensions - and those models are then linked up - thus providing a practical realisation of the famous 'double-loop learning' advocated by Chris Argyris.

In brief, the *OPMS* affords a **comprehensive, integrated, 'relational'** view of any Mission taken up for consideration by individual or group. It is found that Action Planning developed through the *OPMS* approach is very significantly more *effective in practice* than that developed through **ANY** conventional means.

What kind of Missions may be taken up for consideration? *Any* kind of Mission - of interest to organisations, to individuals or to society as a whole - would be beneficially impacted by the application of the *OPMS* approach. A few examples of Missions in each of the above classes are provided below, along with a picture of what the *OPMS* looks like.

How might *OPMS* be useful to users?

You can use the *OPMS* approach for just about any Mission you want to accomplish and you would obtain significantly better results than through conventional methods - the *OPMS* approach can, in fact enable wisdom to be developed out of available knowledge. We suggest that, for best results, you might look at a live workshop on any Mission of current interest to you. What would develop over the 2 days of an *OPMS* workshop would be the following:

- **Identification** of an agreed Mission - knowledge of how you could modify your Mission in case it is not found feasible in the light of the actual situation on the ground
- **Lists of ideas** covering various aspects of the Mission. In particular, a fairly detailed listing of THINGS TO DO to accomplish the Mission would become available. Participants would also know how to continue identifying, in future, elements in this Dimension of THINGS TO DO.
- **Lists of the BARRIERS/DIFFICULTIES/ THREATS** and of the **WEAKNESSES** hindering or preventing accomplishment of the Mission. Participants would know how to continue identifying such elements in future.

- **A clear understanding of *how***, specifically, some of the major BARRIERS etc and the WEAKNESSES may prevent accomplishment of the Mission - and also of how to overcome those BARRIERS, etc., and the WEAKNESSES

Fairly sizable portions of Nos 1, 2, 3, a small portion of No. 4 of the following 'Deliverables', plus (hopefully) a clear understanding of specifically **HOW** Nos. 5-11 would develop over time. (A Workshop Report - Item No 8 - would be presented about 7-10 days after the Workshop):

The **OPMS** approach can be used beneficially for **any** problem or issue that is of current interest to the user (individual or group) for any kind of issue - individual, organisational or societal - with no limitations whatsoever (as would be seen from an examination of the section "Various Missions handled...". We can guarantee that any Mission would be accomplished with the help of the **OPMS** to a significantly higher level than by **any** conventional means. In case the Mission is not feasible, **OPMS** users would come to realize this through well before expending sizable resources of time, people, or finance on the Mission, which can be modified appropriately to render it feasible.

Various Deliverables from **OPMS** Workshop Sessions:

1. **Identification** of an agreed Mission
2. **Lists** of ideas covering various aspects of the Mission
3. **Initiation** of an agreed Action Plan to accomplish the Mission – Action Plan shows 'WHAT TO DO NEXT?' at all times during the course of the Mission
4. **Integration** into the Action Plan of means to:
 - overcome BARRIERS, DIFFICULTIES THREATS and WEAKNESSES that may hinder or prevent accomplishment of the Mission;
 - avail of OPPORTUNITIES that may arise
 - ensure that anticipated MILESTONES occur as scheduled
5. **Reports** to monitor 'What?-Who?-When?-How Much?'
6. **Reports** in standard prose as required
7. **Design of effective sub-systems** to enable implementation of all required activities (e.g., Planning Systems; Information Systems; Marketing & Production Systems; Monitoring & Evaluation Systems; Finance Control Systems, etc.)
8. **Detailed explanatory Workshop Reports** provided 1 week to 10 days after conclusion of Workshop
9. Over time, **the comprehensive system** required for the Mission – the One Page Management System itself, which would provide to all involved a clear picture of the '**global Mission**'.
10. As the '**global**' **OPMS** starts developing, the departments, sections and individuals at various levels of the organisation would **develop their own respective 'departmental', 'sectional' and 'individual' One Page Management Systems**, that when combined would constitute the '**global OPMS**'. Please refer to Stafford Beer's great book '**The Brain of the Firm**' to see early theoretical ideas about the

concept of 'systems within systems within systems' - of which the **OPMS** approach affords a practical and usable realisation.

11. In due course, **comprehensive accomplishment of the Mission chosen to far higher levels of effectiveness than is possible by any other means.**

Below, we show an 'overview picture' of how the *OPMS* looks - and following that a list of Missions (with brief commentary on each Mission) on which we have conducted workshops for various individuals and organisations.

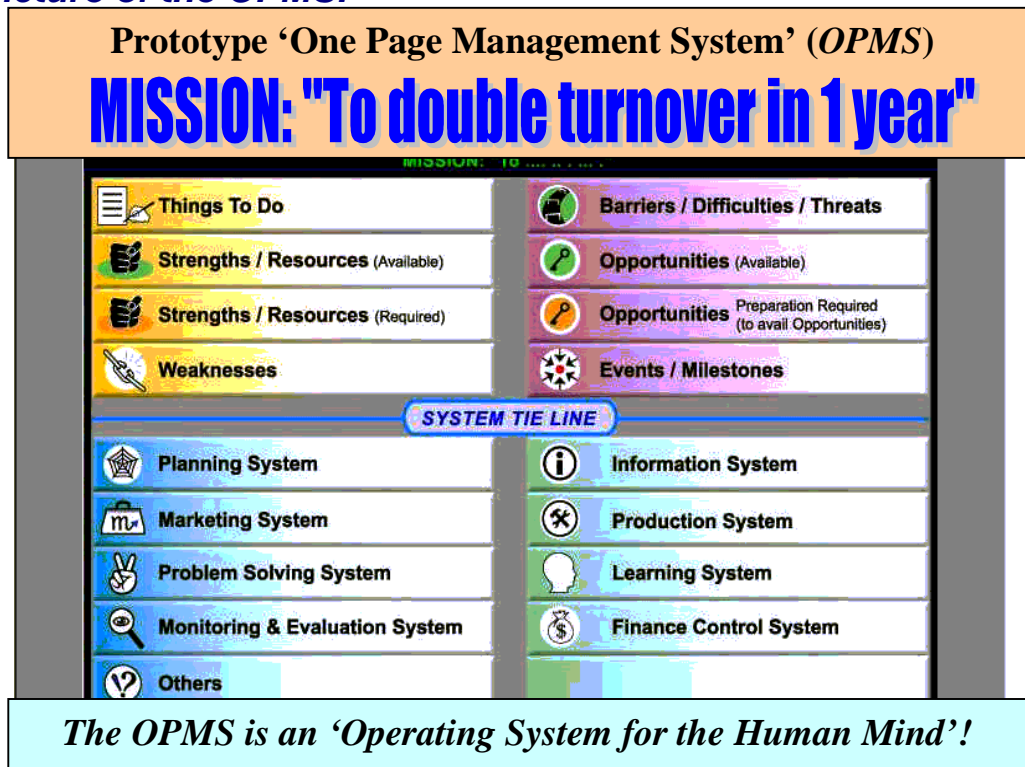
What kind of Mission can you take up using the *OPMS* approach?

Any kind of Mission that is of current interest to you! It could relate to an individual, an organisational or a societal Mission. What is essential is that there should be *at least one person who is passionately committed to the Mission - who is at the same time adequately objective about it to look at it realistically at ALL times.* Given such a person consistently using the *OPMS* as recommended on the Mission, we can guarantee that one of two things will happen:

- The Mission would be accomplished
- People involved would come to realise that the Mission is not feasible in its current form, well before sizable resources have been expended.

In the pages following the picture of the *OPMS*, we provide a listing of various Missions that have been /are being articulated through the process.

A picture of the *OPMS*:



**Some Missions taken up for consideration,
in workshops using OPMS approach**
(and some proposed Missions)

A: Organisational Missions

B: Individual Missions

C: Societal Missions

A: Organisational Missions

1. "To achieve a turnover of Rs 2000 crores, with 100 crores PAT, by 2005"
(Main Mission of a workshop for a leading organisation in Hyderabad)
2. "To create templates for effective Workshops in various fields" *(All our workshops are done on basis of such templates)*
3. "To create an effective **OPMS** Facilitator Training Programme **FTP**" *(This is one of our internal Missions that helped us to create a Facilitator Training Programme. We have been conducting, from time to time, such FTPs since mid 2001; thus far, about 12-15 Facilitators have been through such programmes. These programmes are under continuing modification and improvement - our next Facilitator Training Programme is likely to be in Pune, in early 2003).*
4. "To develop an effective management leadership programme" *(Under development)*
5. "To create the **OPMS** software" *(This was originally an individual Mission belonging to GSC, which later became an organisational Mission for ILW)*
6. "To launch a company to create the **OPMS** software" *(This Mission led to formation of Interactive LogicWare Ltd, which in due course has created the OPMS software to its current level of development).*
7. "To become one of the leading consulting organisations in our field" *(This will become one of ILW Missions in due course, when we go into consultancy proper)*
8. "To complete installation of ERP system within -- months" *(Suggested by an ERP consultant - not yet taken up).*
9. "To complete erection of plant within 1 year - which normally might take 3 years" *(Reliance, in particular, has already been achieving this. I believe most organisational of this nature can be effectively compressed in time. The OPMS approach would enable people involved to see their way clearly to such time-compression - to give them the needed confidence to accept such a challenge)*
10. "To become a world class management education centre by 2005" *(A Mission taken up at a workshop for a government educational institution - later modified to Mission to No. 11 below)*

11. "To develop the ---- Library and Documentation Centre as an effective user- service oriented system"
12. "To manage unpredictable behaviour of the Railways, our single largest Customer" ***(Mission taken up at a Workshop conducted for a major private sector organisation)***
13. "To generate 8000 members, Rs 20 crores transactions and 20 leaders by March 2003" ***(A Mission taken up at a workshop for a 'services group')***
14. "To prepare a truly creative design for ILW website" ***(A Mission begun - still to be completed)***
15. "To become a Learning Organisation, exporting technology" ***(A Mission for one of our workshops)***
16. "To recruit **and retain** the talent we need for the organisation" ***(A Mission taken up for consideration at one of our workshops)***
17. "To become a world-beating consulting organisation within 5 years - growing from the major Indian software organisation it is today" ***(Just proposed as a challenge to a major Indian organisation - waiting to hear from it)***

B: Individual Missions

18. "To propagate the **OPMS** approach in India and abroad" ***(Started in 1983, this Mission is still ongoing, and it led, in turn, to the two Missions immediately below. To an extent, this has now become a part of the ILW Mission - however, ILW has its own 'strictly corporate' Missions).***
19. "To create the **OPMS** software" ***(This was originally an individual Mission, articulated in order to accomplish the above-noted Mission of "propagating OPMS. This Mission in due course led to the Mission noted below of launching a company to create the OPMS software. Today, the software is around 80% ready - the Mission has been transmuted into an 'organisational Mission').***
20. "To launch a company to create the **OPMS** software" ***(This Mission led to creation of Interactive LogicWare Ltd, which in due course has created the OPMS software to its current level of development).***
21. "To become an effective **OPMS** Facilitator" ***(This Mission constitutes the major exercise given as a challenge to all prospective OPMS Facilitators)***
22. "To become one of the leading software designers in my field " ***(This is a Mission I present as a challenge to each software person who joins ILW. Out of about 18 software people who have worked with ILW since mid-1999, at least three of them are still continuing with that Mission and have been progressing continually (though two of them are no longer with ILW). All of the software people who took up the Mission seriously did significantly enhance their effectiveness as s/w designers through this OPMS process.***
23. "To improve my understanding of Mathematics, and thereby to improve my results in Math examinations" ***(An OPMS Mission successfully done, using MANUAL modeling processes, by a student of mine several years ago, long before the OPMS software was created)***

24. "To get myself a good and satisfying job" (***Another Mission successfully worked on manually, by several students of mine, before development of OPMS software***)
25. "To learn the C language to an adequate level to work on Help Screens for OPMS software" (***Another Mission successfully worked on before development of OPMS software***)
26. "To create a PowerPoint presentation of the **OPMS** for ..." (***Has been done for several presentations – this is an individual Mission ‘within’ the global OPMS Mission***)
27. "To create a PowerPoint presentation of the **OPMS** approach to TCS" (***A part of the global OPMS Mission***).
28. "To find out whether I should base myself in US or in India" (***A Mission started up by an individual***)
29. "To enhance my personal competence" (***This and the next two Missions are a couple of GSC's regular monthly exercises within his major OPMS***)
30. "To enhance my personal effectiveness"
31. "To enhance my personal productivity and creativity"
32. "To become a successful business analyst" (***Started by one of the people we trained as Facilitators - he informs me that there is continuing and regular progress on this Mission***)

C: Societal Missions

33. "To help develop an effective educational system in Velha Taluka, Pune District, through self-governance" (***Workshop conducted end-November 2002, in Pune for an NGO. This Mission has later been modified on discussion to No. 2 below, which would in due course be modified to something less than 100% - say 70% or so.***)
34. "To ensure 100% enrollment, with 100% retention, in Velha schools - within 3 years" (***This Mission was taken up at a Workshop, which has led to a forthcoming 'Facilitator Training Programme' for the group - thus we feel this may be reckoned as the most successful of our societal Missions tried out thus far***)
35. "To help create a healthy Civil Society in India" (***Workshop conducted at Pune, end-September 2002, for a group that had been seriously concerned about the very unhealthy directions of Indian civil society. This workshop then led to a workshop for Mission on education in Velha Taluka, noted above - however, we have not yet been able to proceed adequately with the needed 'Facilitator Training' on this critically important Mission.***)
36. Dr Reddy's Foundation: "To rehabilitate child labour in association with police - and enable those children into mainstream schools" (***This is an ambitious project of Dr Reddy's Foundation, for which purpose we conducted a workshop and followed up by training their Facilitators - and then, with those Facilitators, enabled the children in 10 'model rehabilitation schools', along with their parents and with the teachers in those***)

schools, to work on the following ambitious Missions immediately below)

37. Mission Statement for 10 Model Schools: "To develop a vision of where our school will be in 10 years' time and to plan how we will get there". *(We conducted separate workshops for 10 'Model Schools' on this Mission. The Mission and its action planning was developed by children ranging in age from 11 to 17 years, their parents and the teachers in the schools - subsequently they presented their plans and their dreams to a major public meeting and to the press).*
38. "To Enable Large-Scale Creation of Sustainable Livelihood" *(This is a Mission taken up for consideration at a workshop for a Non-Governmental Organisation)*
39. "To ensure 90% literacy in India in 10 years" *(A Mission that India desperately needs - can we get the 'National Literacy Mission' to take it up, with a MUCH more rigorous definition of literacy than what is current?)*

Many other Missions that have been developed to various extents could be brought to light if desired - or I could suggest Missions that might be of interest.

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.

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 only some of the top level people

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	Very Useful

Managing Director – Kirloskar Consultants – Pune	
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	Very Useful

Services offered:

- **‘User’ Workshops on the *OPMS* approach – duration 1-, 2-, or 3-Day**
- **‘Facilitator’ Training Programmes – 10 days in two modules of 5 days each, with a gap of 3-6 months between the modules.**
- **Supply of *OPMS* software**

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