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Dream: Plan: Experience



Causes

Every business operates using a plan of some sort, yet most plans seem to fail. These failures have an 'effect' on every stakeholder and it requires a diagnostician to try to locate the cause of the problem. This will be explained in Book 1 Chapter 6.

The question that the diagnostician must ask is: is the object that they have found a symptom or a cause?

Definitions of a cause:

- 1) A justification for something existing or happening
- 2) Events that provide the generative force that is the origin of something
- 3) A series of actions advancing a principle or tending toward a particular end

Recapping symptoms

Here are a few symptoms:

- 1) Having a plan simply for the sake of having one
- 2) Unrealistic goals or lack of focus and resources
- 3) Plans are overly complex
- 4) Unforeseen external circumstances
- 5) Project scope inflexible to changes
- 6) Wrong people in the wrong job
- 7) Financial estimates are significantly inaccurate
- 8) No accountability
- 9) Lack of focus

Sources: Forbes; Tempo Blog; OnStrategy; Leap Leadership

Steps to uncover a cause from a symptom

- 1) Read the problem statement carefully
- 2) Identify key word(s)
- 3) Identify risks
- 4) Isolate an explicit cause

An example using 'Having a plan simply for plans sake'

- 1) Read the problem statement carefully

"Having a plan simply for plans sake. Some organizations go through the motions of developing a plan simply because common sense says every good organization must have a plan. Don't do this. Just like most everything in life, you get out of a plan what you put in. If you're going to take the time to do it, do it right".

- 2) Identify keyword(s): "Do it right"
- 3) Identify risks: Not finding the appropriate results which will lead to 'do it right'!
- 4) Isolate an explicit cause: Implicit deliverable

Finding the explicit cause

What are the major causes of these symptoms?

Well here are 5 of my causes:

- 1) Implicit deliverables
- 2) Incorrect starting process
- 3) Implicit business models
- 4) Time wasted on wrong follow up steps
- 5) The cost of producing the implicit deliverables

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This concludes the summaries for Book 1. For more details please read Book 1.

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