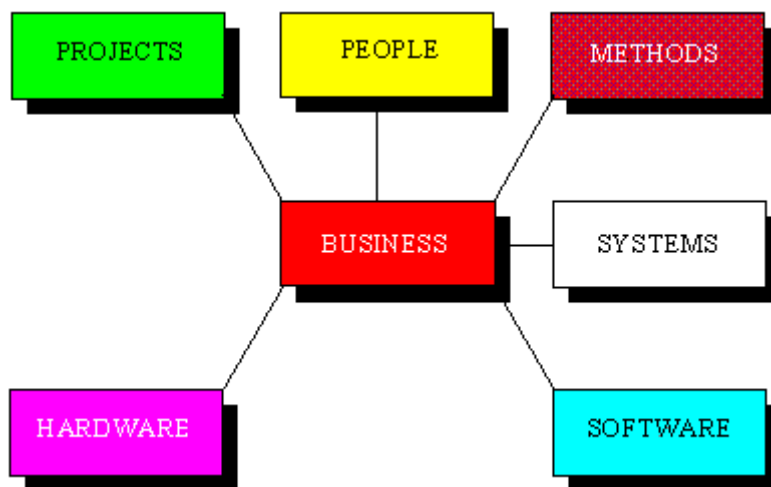

Charles M Richter

BREAKING THE SYSTEMS BARRIER

(THE BEGINNERS GUIDE TO SUCCESSFUL DECISION MAKING)



Date printed 22 November 2001

This document is the intellectual property of Ripose Pty Limited. The information contained in this document is confidential and may not be stored, copied, given, lent or in any way transmitted to any other party without the express written permission of Ripose Pty Limited.

The information in this document is subject to change without notice and should not be construed as a commitment by Ripose Pty Limited. Ripose Pty Limited assumes no responsibility for any errors that may appear in this document.

Copyright © 2001 Ripose Pty Limited. All Rights Reserved.

This document was prepared using Word for Windows 97.

5/2001 Subject to change without notice.

Printed in Australia.

FOREWORD

This book is dedicated to all the frustrated Users of both manual and computer systems who instinctively believed that there had to be a better way to define their requirements.

The research of two decades of analysis and synthesis into systems, their strengths and weaknesses, resulted in the RIPOSE Methodology.

RIPOSE is a Reduced Instruction Set Component Methodology. It is a concept compiler and application pre-processor. It reduces the number of high level (or super class) components a business or person has to handle.

RIPOSE offers a gleam of hope to Users in that it will enable them to not only have their requirements understood by others, but also implemented in the way they desire them. Its approach allows this achievement in a less painful and less expensive way.

May your journey through the use of RIPOSE, whether for personal or organisational reasons help you achieve

- PROSPERITY
 - ROBUSTNESS
 - ESTEEM
- and
- PERCEPTION

Charles M Richter

A QUICK REFERENCE GUIDE

The following is a quick reference guide. It provides you with which parts you should read, depending on what role you play in the business. The remainder of the book could be of interest only.

ROLE	BOOK	PART	CH	SECTION
DIRECTOR	1	1	1	
			2	ALL
		2	1&2	
		3	1&2	
MIS MANAGEMENT	BOTH	ALL	ALL	ALL
IT MANAGEMENT	BOTH	ALL	ALL	ALL
BUSINESS ANALYST	1	1	1	
			2	ALL
		2	1	ALL
		3	1&2	
	2	1	1	
SYSTEM ANALYST	BOTH	ALL	ALL	ALL
PROGRAMMER	BOTH	ALL	ALL	ALL
ANY OTHER PERSON	1	1	1	
			2	1, 2.2
		2	1&2	
		3	1&2	

Table of contents

BOOK 1 WHAT YOU NEED TO KNOW	15
PART 1 BACKGROUND	15
CHAPTER 1 BUSINESS.....	15
CHAPTER 2 MANAGING A BUSINESS.....	19
PART 2 CONCEPTS FOR A BETTER FUTURE.....	39
CHAPTER 1 GOALS.....	39
CHAPTER 2 MEASURES	61
CHAPTER 3 KNOWLEDGE.....	56
CHAPTER 4 ACTIONS	72
CHAPTER 5 SYSTEMS	74
PART 3 A WORKING PARADIGM.....	90
CHAPTER 1 GOALS.....	90
CHAPTER 2 MEASURES	93
CHAPTER 3 THE KNOWLEDGE BASE, ACTIONS AND SYSTEMS	95
BOOK 2 HOW TO DO IT	101
PART 1 THE LOGISTICS FOR A BETTER FUTURE	101
CHAPTER 1 FACTS.....	101
CHAPTER 2 DATA BASE DESIGN.....	109
CHAPTER 3 PROCESSES	111
CHAPTER 4 APPLICATIONS	113
PART 2 THE PARADIGM CONTINUED	105
CHAPTER 1 FACTS.....	105
CHAPTER 2 DATA BASE DESIGN.....	107
CHAPTER 3 PROTOTYPING.....	111
APPENDIX 1 Alternatives To RIPOSE	116

PART 2 CONCEPTS FOR A BETTER FUTURE

CHAPTER 1 GOALS

The topic of goals and goal setting has been addressed by a number of eminent people. The following technique is an attempt to isolate the key components of their work and to explore a simple yet efficient method.

In order to get these concepts across, it has been necessary to divided this chapter into the following sections:

- * Cycle of Opportunity;
- * Cycle of Success;
- * Cycle of Failure;
- * Rebuilding the Cycle of Success;
- * Goal Identification;
- * Goal Priorities.

SECTION 1 Cycle of Opportunity

What is the one thing we all have in abundance that no one can take away?

The answer to that question is 'our ability to think'. With this ability, all things are possible. Without it, nothing is possible.

Given this ability, what we do with it provides each one of us with a potential to do just about anything we want.

POTENTIAL

Potential gives us the capacity to hope and the possibility to achieve. The potential energy stored up in ourselves can be an awesome force.

However, potential alone will not do much for us, what we need to do is to put that potential into action. That is we need to change the potential energy into kinetic (movement) energy.

This concept enables us to start an equation that states:
Potential must lead to action.

ACTION

Action adds the movement to life. It is the kinetic energy mentioned previously. Action conjures up all sorts of pictures. These include work, play, exercise, practise, contest to mention a few.

The important thing is that once a potential has been developed, it must be put into action.

Once you get into action, the next thing that you will expect to happen is getting a result.

Let us now extend the first equation (Potential leads to action) with the following:
Action yields results.

RESULT

By definition, a result is an outcome (expected or unexpected) achieved after some activity. Results do not just happen. They are made to happen.

Results may however be positive or negative. What is important is the ability to recognise the gift of the result and to learn something from it. Every result will assist you further.

What is important here is that any result will affect our attitude

Let us now extend the equation (Potential leads to action; Action leads to results) with the following:
Result affects one's attitude.

ATTITUDE

Attitude can be defined as the way we look at the world and the stance we take.

Attitude is also about how we feel about things.

What is important about our attitude is that has a direct bearing on our potential.

This now enables us to complete the equation:

Potential must lead to action, action yields results, result affects attitude, attitude changes potential.

The following illustration shows this graphically.

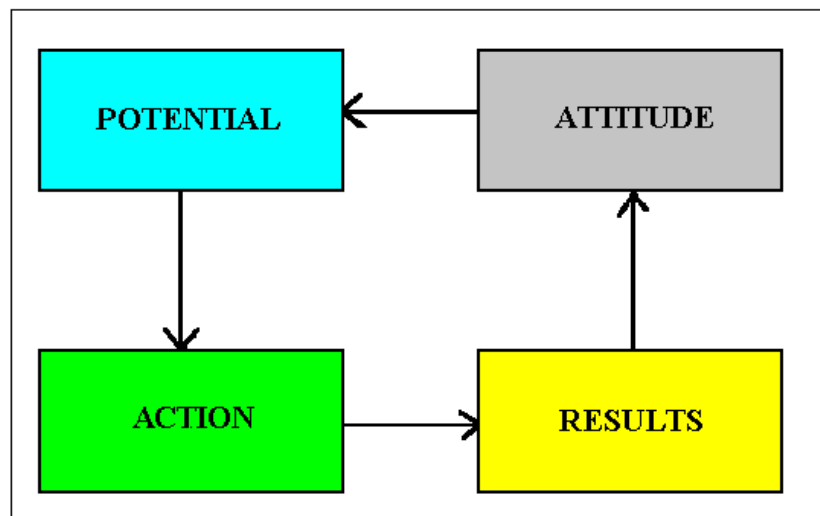


Figure 27 Cycle of Opportunity

What we now have is a cycle that enables us to increase our potential and hence improve our lot.

This is all very nice you may say, but where does it get us.

Wouldn't it be great if we were all given a guarantee that every opportunity would make us extremely wealthy, or happy or something. Unfortunately there are only 2 guarantees in life:

1. Death and
2. Taxes.

In addition, although countless books have been written on how you can "make it", most people end up no better off than they were before they started reading the "book". So what guarantee can this book give you?

Well none and yet some. The problem with most techniques is that they assume too much. Haven't we all spent a lot of time and money purchasing these books and attending courses which were designed to give us an edge over our competitors. Only to

find that all we got out of the course was more confusion and a lower bank balance.

Each method teaches you a new skill and with this skill you are more able than you were before you started. Some people drop out of the course too early or carry on too long. The problem is trying to find the balance.

This section of the book will give you another insight into how you can use the Cycle of Opportunity to at least identify what problems lie ahead.

SECTION 2 Cycle of Success

Let's face it, each and every one of us is striving for success (whatever success means). Before we can define what success is, let us look at a way of using the cycle of opportunity to create a cycle of success.

To begin the cycle let us plot the elements of the cycle of opportunity.

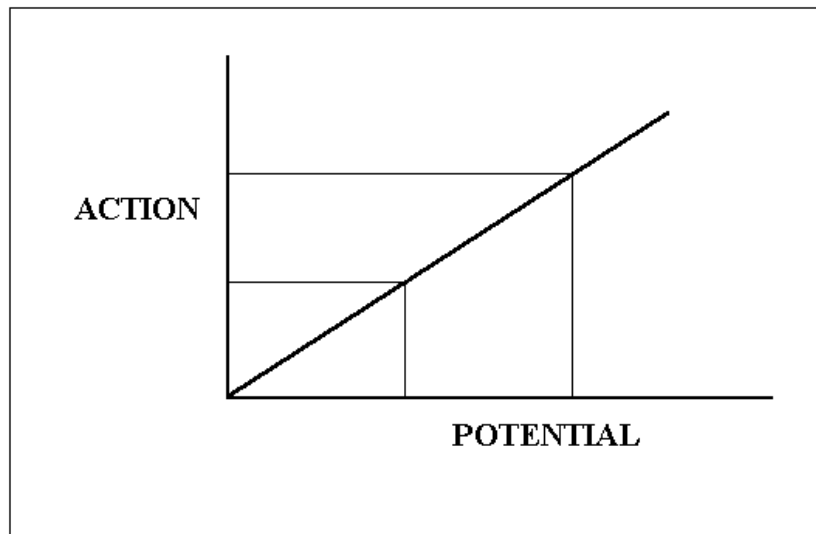


Figure 28 Potential vs Action

The above graph shows that if we increase our potential, we get an increase in activity. This may not however, be a straight line, it could be exponential. The higher the potential, the greater the activity. Do you remember how difficult it was when you first tried to ride a bike. You may have had some potential but very little action (apart from always falling over). As your potential increased, so did your activity, until you were able to throw away your training wheels.

Okay, so you have gotten into action, now what?

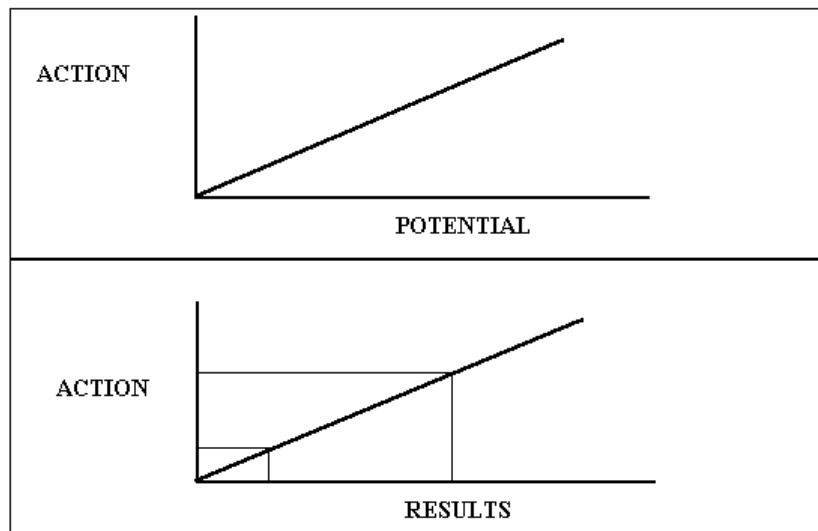


Figure 29 Action vs Results

If potential leads to action and action yields results, then the more we act the better (theoretically) our results will get.

If we take the example of riding a bike, then the more you ride, the better you get and hence you can ride further away from your home base. “Today around the block, tomorrow the Tour de France”. Well, not quite. Perhaps the local cycle race.

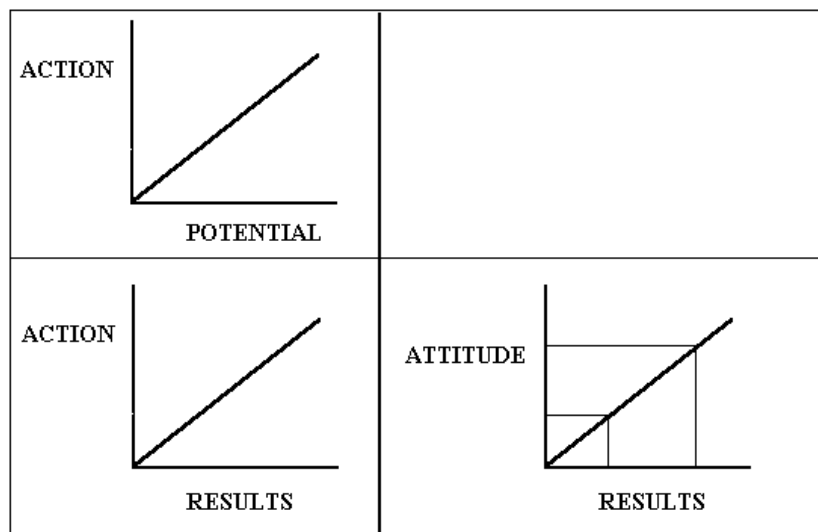


Figure 30 Results vs Attitude

If result affects attitude, then the better the result, the higher the attitude.

Imagine how you would feel if you entered your first cycle race and actually won!

Let us now plot our attitude against our potential and see what we come up with.

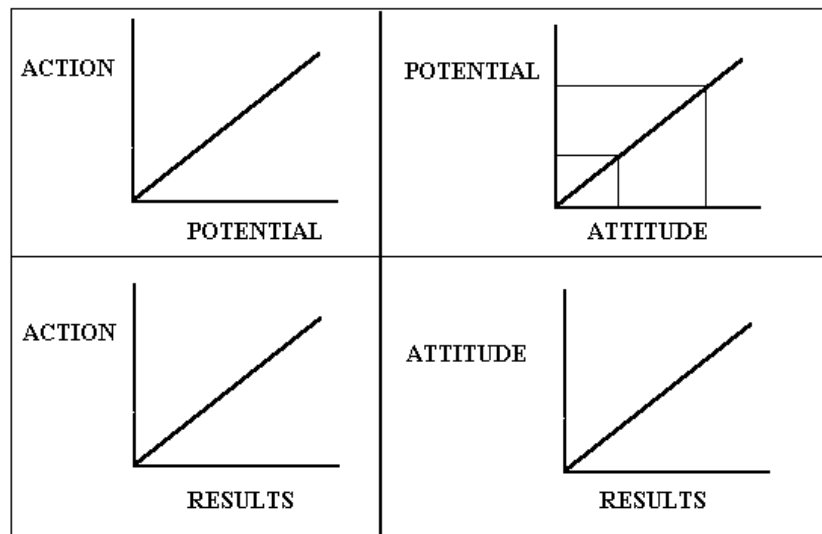


Figure 31 Attitude vs Potential

Finally as attitude changes potential, then an increase in attitude will bring about an increase in potential.

The feeling of winning your first cycle race will give you the energy to strive for the big one, the “Tour de France”.

Now let’s not get carried away you may well say. Things don’t always happen that way.

So what has gone wrong?

SECTION 3

Cycle of Failure

To find out what went wrong with the cycle of success, let us start our Potential versus Action graph in a slightly different way.

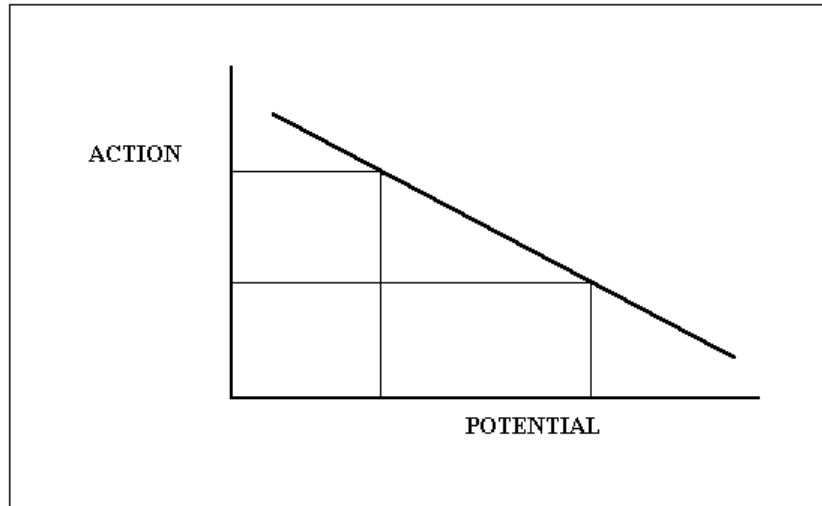


Figure 32 Declining Action vs Potential

What will happen if we restrict the activities of a person with a high potential?

What will happen if we increase activities of a person with little potential?

You only need to look at the next graph to find out what.

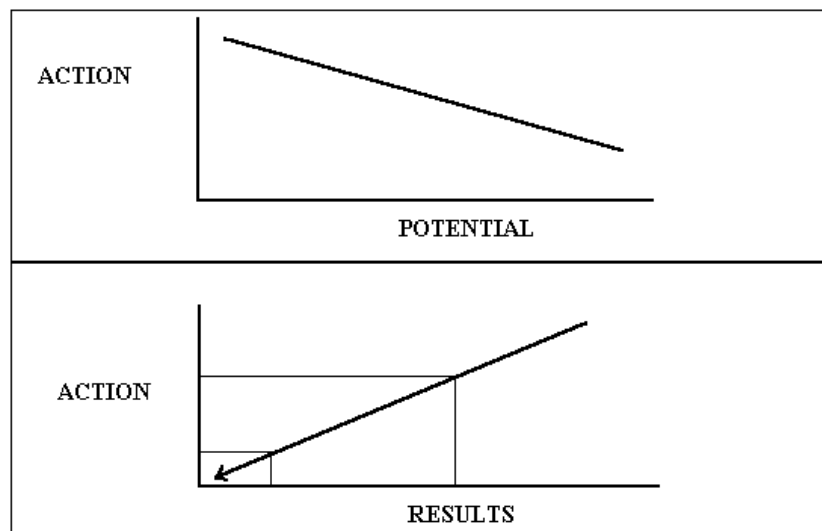


Figure 33 Negative Actions vs Results

For a person of high potential, being given little activity, their results will ultimately diminish.

For a person of low potential, being given a great deal of activities, their results may at first appear to increase, but in real terms their results will also diminish. That is unless you are able to increase their potential rather rapidly.

Let us return to the Tour de France. Imagine if you will winning a cycle race the first time they entered. Imagine being spotted by a talent scout, who immediately enters you into a major cycle race. With little potential, you cannot expect having any chance whatsoever of pulling off the big one.

So what happens to your attitude?

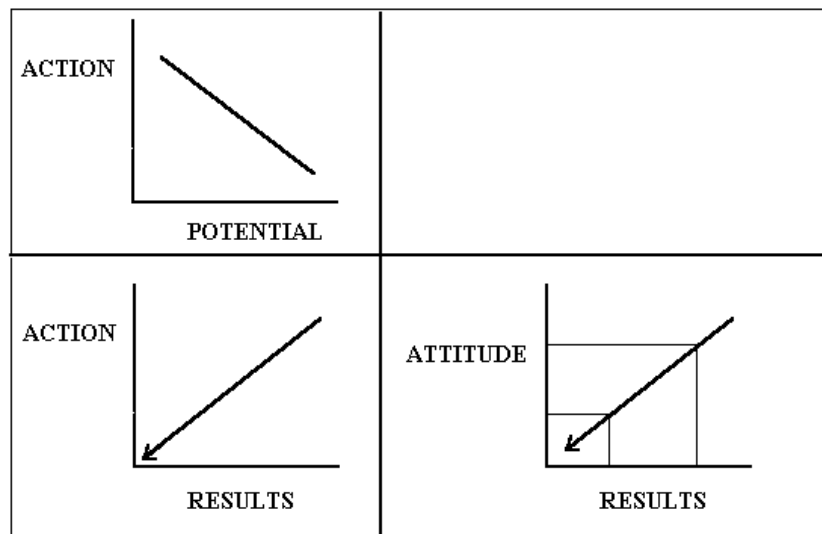


Figure 34 Bad Results vs Attitude

If result affects attitude, then the worse the result, the worse the attitude.

How will you feel after being trounced (or not even finishing) the big race?

Probably totally demoralised.

Finally what happens to your potential?

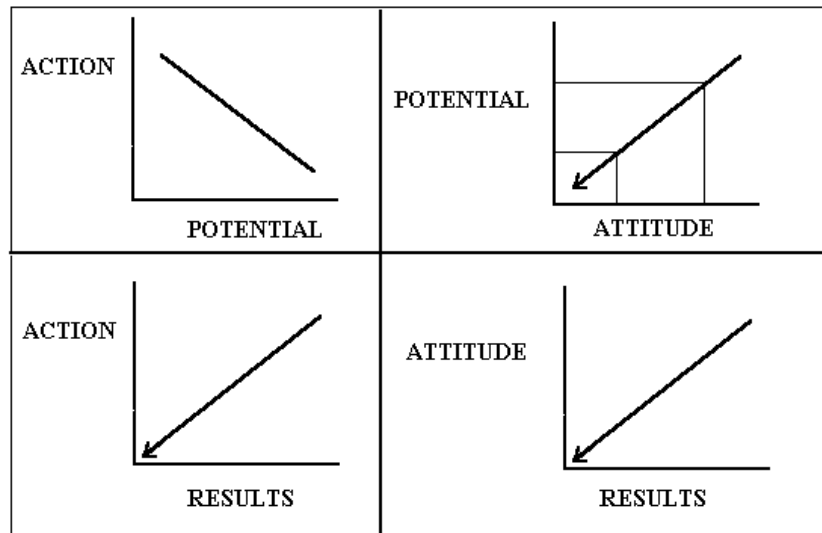


Figure 35 Negative Attitude vs Potential

You've guessed it, your potential will decline. What may have started out as a small potential could end up a basket case. The talent scout moves on to the next person. How can you get over this setback?

SECTION 4 Rebuilding the Cycle of Success

So how do you rebuild the cycle of success once you have suffered a failure. Well, you could tackle any one of the elements in the Cycle of Opportunity and try to improve on it.

Increase your potential:

Well, you could try increasing your potential. To do this you could learn new methods by reading the success stories of someone who won the "big race". You could take up an advance "riders" course.

You could end up as the most knowledgeable person who never won the "big one"!

Increase your activities:

Well, if increasing your potential doesn't work, how about putting in extra hours of work or training. If 5 hours won't do try 8, if 8 won't do try 16. Try taking on an extra job to supplement your income.

You could end up spinning out totally.

Increase your results:

You could enter a few lesser known races. You would eventually get better and better results. That could take a much longer time.

You could end up getting worse results.

Increase your attitude:

You could attend all sorts of motivation courses, or hire a personal coach.

Be careful they do not end up with your money and you end up with another bad experience.

Not a pretty picture and so early on in this chapter.

So, how do you break out of this dwindling spiral. Well, the answer is relatively simple. You have to start achieving RESULTS IN ADVANCE.

You can do this in one of two ways. Either you use visualisation to pull yourself through the hard times (motivation course stuff) or you change the words “results in advance” to a single phrase called “GOALS”

SECTION 5

Goal Identification

Here is a simple definition for Goals. “A state to be in or a state to have”.

- How many goals do you think you need? One, 10, 50? How many?
- If you are setting goals for your family, how many goals would you need?
- If you are setting goals for a small business, how many goals would you need?
- If you are setting goals for a large business, how many goals would you need?

In 1956, George Millar published a paper in ‘The Psychological Review Vol 6 pp 81-97’ called “The Magic Number 7, plus or minus two: some limits to our capacity for processing information” [Rule of 7]. In this paper Mr Millar observed that most people had difficulty dealing with multiple chunks of information. Hence perhaps this gives us a starting point!

Remember back in Book 1 Chapter 1, we established that a business was composed of a number of minds, and that all these minds needed to communicate with each other.

What is now needed is the ability to achieve a coincidence of minds. In order to achieve this, the business’ goals must be readily understood by all.

If you are having trouble identifying the total number of goals you need, consider the following rhyme - “early to bed, early to rise makes you healthy, wealthy and wise”.

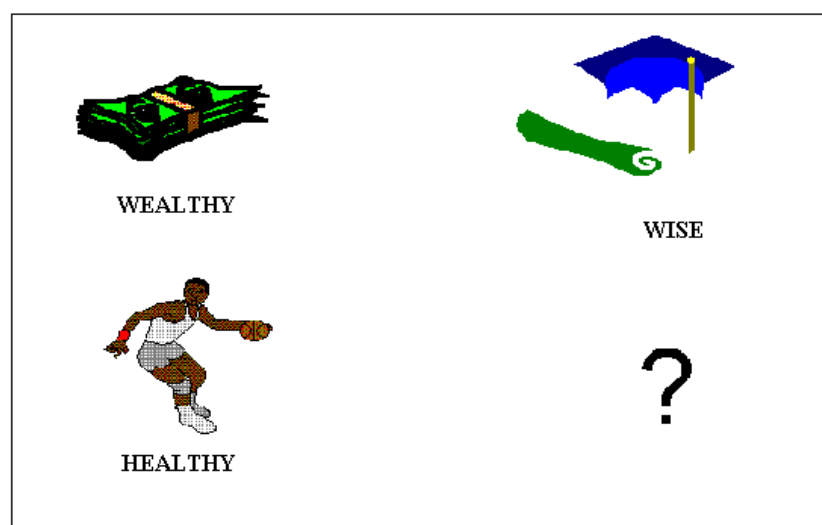


Figure 36 Goals

Would anyone object to the three states mentioned above becoming their goals?

Figure 36 shows these three goals (or missions), however there is one important omission. Could you identify the missing mission?

The following illustration shows the missing mission.

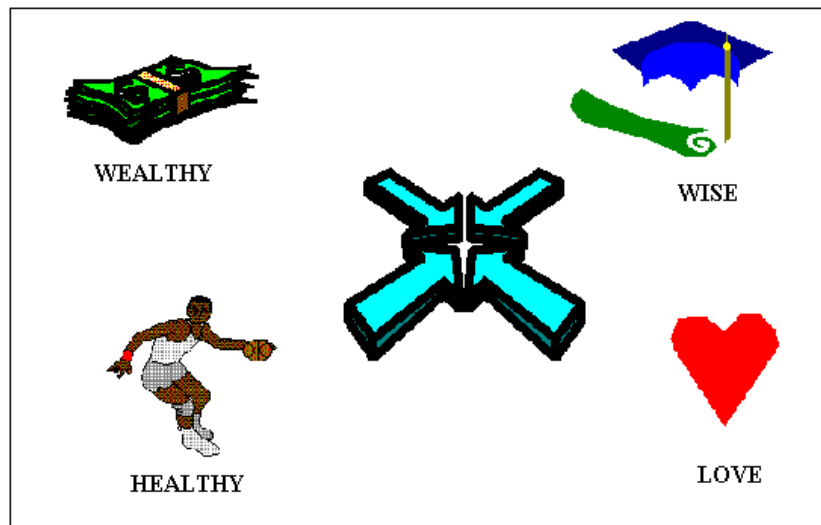


Figure 37 Missions

This may appear to be very simplistic, but it is a start. Before proceeding, let us define the word 'Mission' as: an assignment that is undertaken to fulfil a purpose.

Could you now name the purpose that these four mission statements support?

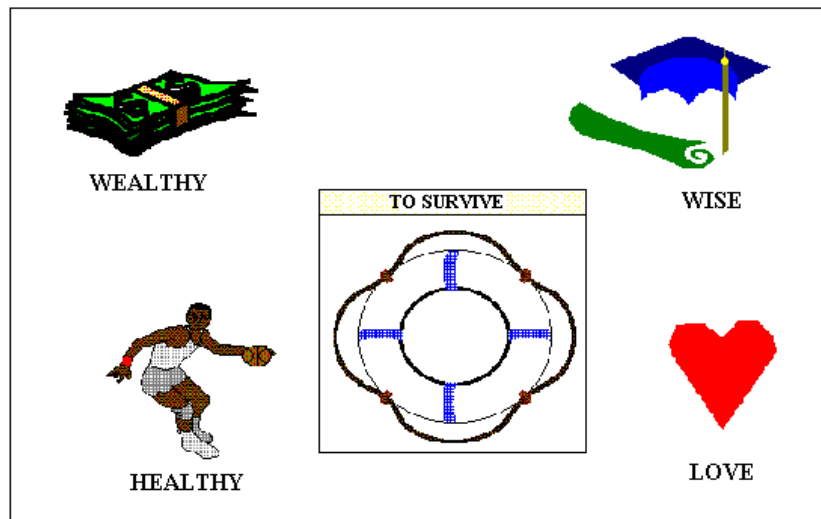


Figure 38 Purpose

From a business point of view, this may seem far too simplistic. So let us find a synonym for each of the above missions. If we change Wealthy to Prosperity, Healthy to Robust, Love to Esteem and Wise to Perception. By taking the first letter of each mission statement, you achieve the following statement:



Figure 39 PREPare Your Goals

Before continuing, it is important that you understand the meaning of each word. To do this, you must be able to define the terms used. RIPOSE provides the following generic definitions:

SURVIVE:

To be capable of enduring and lasting the distance.

PROSPERITY:

To thrive and flourish.

ROBUST:

To be in good health; To be sturdy.

ESTEEM:

To be held in respect; To be judged highly.

PERCEPTION:

To understand fully; To have knowledge.

Is that all there was to goal setting? Well no, life would be far too simple. We need to identify a few more sub goals to support the mission statements.

So, if the prime goal is to survive and the missions to support survival is prosperity, robustness, esteem and perception, what components can each mission be subdivided? What name can we give to these components?

Firstly these components must assist us achieve our missions. Hence let us use the word “success” as a synonym for achievement. Secondly, these components need to play a vital role in our success. Hence the name given to these components is a “Critical Success Factor” or CSF.

How many CSFs are there?

Before going on and identify the CSFs, let us identify the relationship between these 3 concepts and how together they characterise the concept of “Goals”.

The following illustration depicts the Anatomy of Goals.

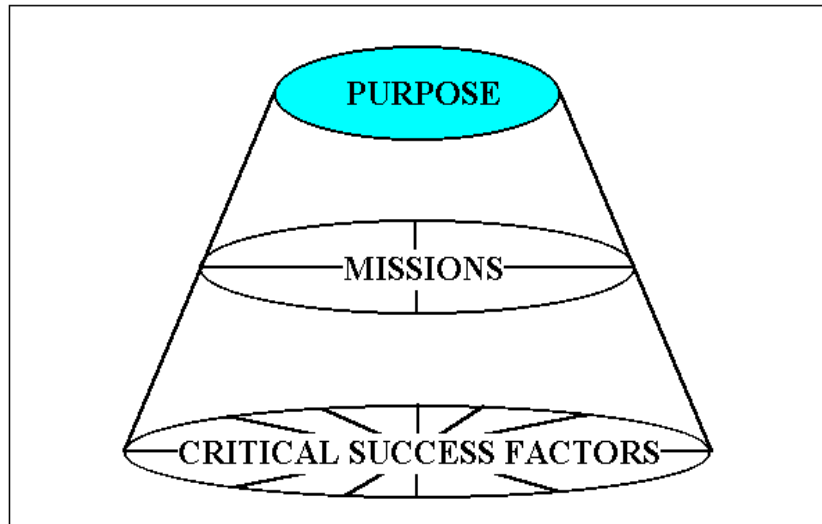


Figure 40 The Anatomy of Goals

Well, let us simplify matters and find out how many CSFs are required to support the Prosperity mission.

Why don't you write down what you think they should be and then look at the next illustration.

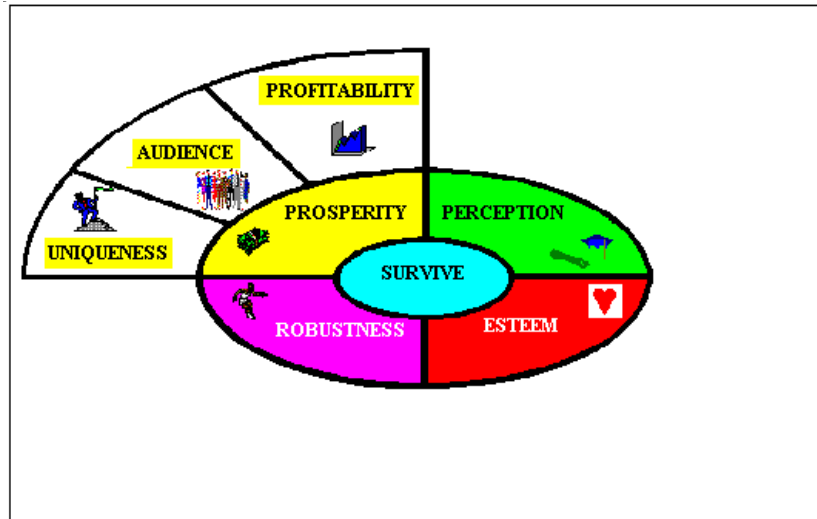


Figure 41 Prosperity Critical Success Factors

It is rather essential that you define each of the words used in the above illustration in your own words.

RIPOSE provides you with the following generic definitions. Whilst you may disagree with some of the definitions, the whole object of this exercise is to define the CSFs to satisfy your own requirements.

PROFITABILITY

To attain a return on investment expected by management and shareholders.

AUDIENCE (MARKET SHARE)

To acquire and maintain a specific share of the market place in which the organisation operates.

UNIQUENESS (COMPETITIVE EDGE)

To maintain a strong market position by monitoring both your own organisation and competitor's organisations

How many CSFs are needed to support the Robust mission?

The following illustration shows 3.

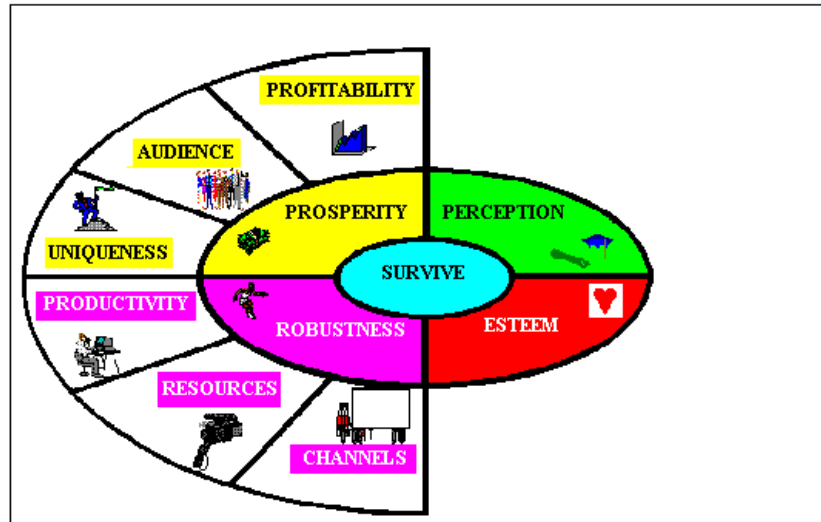


Figure 42 Robust Critical Success Factors

The following definitions have been provided:

PRODUCTIVITY

To ensure that the capacity of the organisation is geared to the ability to produce.

RESOURCES

To maintain the means of supplying all products and services that is needed at all times.

CHANNELS

To penetrate the market place with your particular products services and expertise.

How many CSFs are needed to support the Esteem mission?

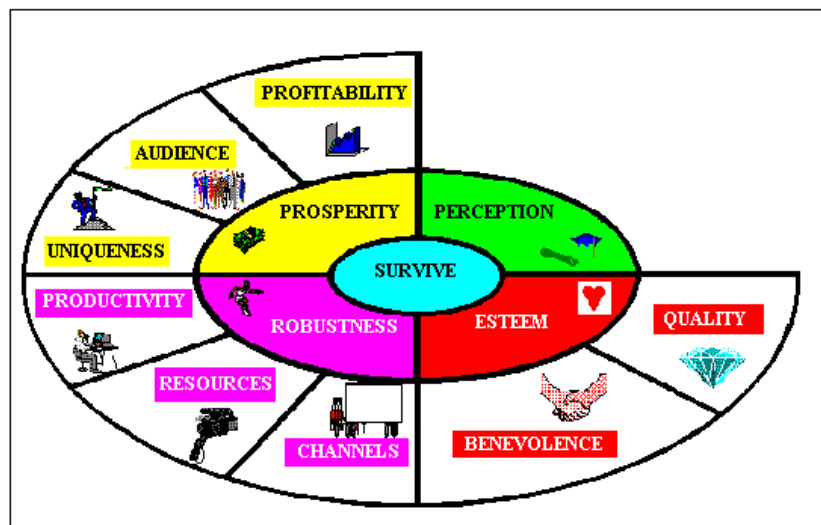


Figure 43 Esteem Critical Success Factors

The following definitions have been provided:

BENEVOLENCE

To be involved in charitable activities, eg donations, sponsorships etc in order to raise the profile of the organisation.

QUALITY

To ensure that the highest possible performing and most efficient products and services reach the market place.

How many CSFs are needed to support the Perception mission?

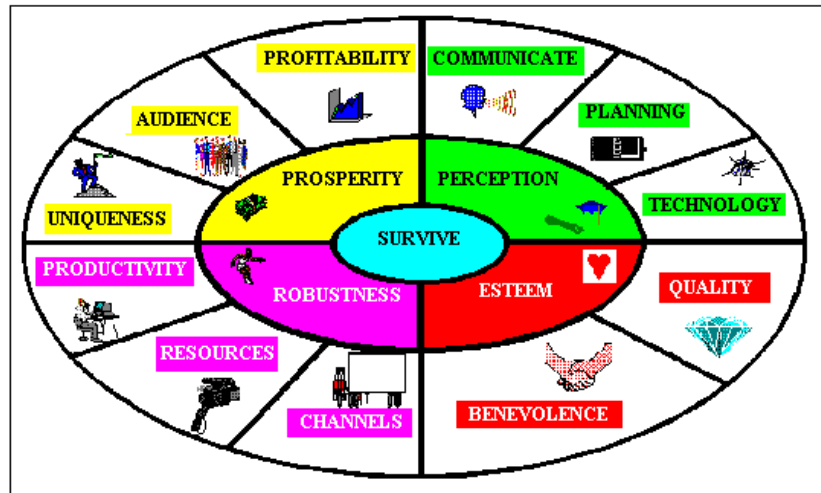


Figure 44 Perception Critical Success Factors

The following definitions have been provided:

TECHNOLOGY

To apply the latest techniques, eg methodologies, computers, communication equipment, etc.

PLANNING

To establish the methods or procedures by which things are to be done.

- Pro active - future events
- Reactive - Historic events.

COMMUNICATION

To enable the spread of information about the organisation's products and services

So there we have it! The 11 Critical Success Factors supporting the 4 Mission Statements which in turn support the Prime Purpose of all of us.