

OVERVIEW OF OPD-THEORY™ OF HUMAN CAPITAL DEVELOPMENT

A summary of the OPD system as applied to organizations to improve results and lift satisfaction in increased success.

Managing mind to
achieve greater
success.

Overview of OPD-Theory™¹

The trade mark is unregistered, it signifies human capital development within OPD theory and the general theory of psychology from which it is derived.

Summary

1. **The organization:** (1) For every goal, there are (ideal) actions that need delivered for the goal to be achieved. (2) A strategy is just a complex goal. (3) Every role in an organization is defined by KPIs derived from strategy. (4) It follows that underlying every strategy is a set of ideal actions (called the behavioural structure) that must be acted out if the strategy is to be achieved.
2. **The role of senior management.** Set the strategy, then identify and guide delivery of the behavioural structure enabling greatest chance of greatest strategic success.
3. **Psychology**²: (1) Human nature is the capacity to create and implement ideas that enable management of circumstances. (2) Ideas are the set of the sail. Emotions associated with the ideas the wind in the sail.
4. **Management:** Identifying/clarifying the ideal actions that most drive KPIs and enable smooth organization operations.
5. **Leadership:** (1) To gain agreement from people that the behavioural structure of their role offers greatest chance of greatest success. (2) Have people agree they want to be successful in their work role, and that the agreed ideal actions define what they need do in the role of be successful. (3) Daily, ensure ideal actions kept top of mind. (4) Daily, ensure people having fun while doing that which is agreed needs to be done so everyone wins.

The concept is deceptively simple. But on implementation everything changes to a degree that all current HR processes need replaced by those derived from the system summarised above. Second, the new management and leadership processes need initiated in a specific order, coordinated with removal of existing practices, otherwise they can collide in people's mind and the confusion erode results.

We 'see' via the ideas we use to look

Imagine 50 people put into a house and told 'you look at this house with the view to buying it'. They were then sat in a room. Another 50 people were put into the same house and told 'you look at this house with the view to burgling it'. They were then sat in a different room.

¹ For a full discussion on OPD-Theory™ see the paper: Little, Graham Richard, Organization Design: Linking Mind to Its Agreed Organization Role as a Foundation of Economics (July 31, 2016). Available at SSRN: <http://ssrn.com/abstract=2816604>

² Little, Graham Richard, The Origin of Consciousness (July 26, 2016). Institute of Theoretical and Applied Social Science, New Zealand, Sixth edition, March 2016. Available at SSRN: <http://ssrn.com/abstract=2814742>

Each group was then asked to write down all they could remember about the house. They produced lists so different it was as if they looked at different houses³. We see with our mind not with our eyes.

When we ‘see’ differently we are able to act differently

To see opportunity, to avoid being in a rut, to innovate, to be better tomorrow than yesterday, to improve, to move forward beyond mere refinement of what we have always done, we need adopt new ideas.

Choosing the ideas to enable our work life success

We structure our mind; therefore, we determine what we ‘see’ and what we do based on the ideas we choose to allow shape our very existence. We act according to what we ‘see’, therefore the ideas we allow as the structure of our mind determines what we do in life. And that includes our work life.

What does OPD-system do?

Key principle: If people clearer in mind of the exact actions that offer greatest chance of greatest success and do them with same effort, they will achieve a better result.

Business strategy: Requires a clear simple statement of what is offered to whom at what price and what cost.

Role specification: For every goal there are actions called ideal actions that must be performed if the goal is to be achieved. OPD-HCD™ begins by clearly identifying the ideal action in every role that ensure the role has greatest chance of making the greatest contribution to strategic success. The final agreed role specification is the *game plan* for the role relative to the strategy. The list of all game plans the behavioral structure of the business relative to the strategy.

Staff agreement: That the role specification offers the greatest chance of greatest success. That is, the role specification *defines success* in the role.

Staff contract: That every person is seeking work life fulfilment and success. Every person commits to deliver the role specification to standard in their personal search for work life fulfilment and success.

Team leadership: That every team leader builds a strong positive link with every team member supporting each team member keep the ideal actions agreed for the role ‘top of mind’, ensures every person enjoying their day at work, and ensures every person feels respected and appreciated for their contribution to the success of the team, the business and for fulfilment of strategy. **Culture:** Clarity, creative, respectful, proud.

³Anderson, R.C. and Prichert, J.W. (1978) Recall of previously un-recallable information following a shift in perspective. Journal of Verbal Learning and Verbal Behavior 17, 1-12.

OPD-Theory™ the reasoned choice

Due the science underlying OPD system of thinking, human resources finally assume it rightful place as the most exciting and profoundly important aspect of any organization⁴.

OPD-Theory™ is a better science enabling better technology delivering better results.

Payback⁵

The OPD system of thinking will achieve levels of coordination within any organization relative to strategy such as to ensure that every role is clear on what is needed to ensure strategic success. Every individual is guided to build game plans to enable greatest chance of greatest success at achieving the agreed goals.

The products⁶

Executive workshops: Each based on a book. Seven one-day workshops, one 5-day over ten months, developmental workshop. *Time budgeting, Mind of the CEO, Modern team Leadership, Role of HR in the Modern Organization, Human Capital, Rollout of strategy, The high performing organization, Sustainable leadership success (five half days over ten months)*. Brochure: <https://ssrn.com/abstract=2899499>

Small business development: OPD-HCD™ applied in businesses with 2-9 staff. OPD Consultant experienced in small businesses, and acts as senior team leader. Brochure: <https://ssrn.com/abstract=2899501>

Medium business development: Applied in business with 10-100 staff or more which have no strategic HR function. OPD Consultant delivers the internal workshops coaching team leaders and guides Executive discussions as technical advisor. Brochure: <https://ssrn.com/abstract=2899502>

Corporate development: Applied in businesses with a strategic HR function. OPD Consultant guides development of resources within HR who deliver the internal workshops for team leaders and guide Executive discussions. Brochure: <https://ssrn.com/abstract=2899503>

Note: The target is always the same, offer better ideas enabling people to develop more effective game plans, enabling more effective management of their work-life situation. Scale DOES NOT alter the OPD-Theory™ target of perfect game plans perfectly delivered. It merely makes implementations more complex. For specific brochures on the products refer reference 11 below, or contact OPD, info@opdcoach.com. Proposals on fees and payback available on request.

⁴ Little, Graham Richard, The Exciting Promise of Human Resource Management (HRM) (August 7, 2016). Available at SSRN: <http://ssrn.com/abstract=2819810>

⁵ For discussion on the financial payback refer: Little, Graham Richard, People are the Greatest Organization Asset, But If and Only If... (April 11, 2017). Available at SSRN: <https://ssrn.com/abstract=2951430>

⁶ Refer the detailed brochures at www.ssrn.com/author=2572745.