

Appendix M

Training by making a PMD to create a PMD

This appendix will show and make one understand how to make a PMD by actually creating a PMD to make a PMD. The points are as follows:

When making this PMD, usually have a group of two individuals, consulting one another while proceeding.

One of the individuals should act as the leader.

The person who becomes the leader must sit at the right-hand side of the other individual or of this group.

This would allow the leader to speak more freely.

The procedure is as follows:

1. First, on a slightly heavy paper, copy the page where it reads on the left-hand side, 'Training sheet for making a PMD'. It is suggested to enlarge the copy to 110% or more so that the writings are more legible.
2. Next, each expression should be written on a small sheet of paper, cut like a card-like shape with a scissor, with a black border around it to make them independent from each other.
3. At the upper left corner of the large mounting sheet adhere the card that reads, 'Theme: Making a PMD - Question: 1. In brief, what are we doing with it? 2. At least, what must be done?' with transparent tape.
4. Next, the leader will randomly pick up two (2) of the cut cards and place them on the mounting sheet.

Then, compare the two cards and place the one that is the purpose above, and the other one that is the measures. Do this verbally by stating, "In order to do A, it is necessary to do B." This will form a base plan showing your understanding of the purpose-measure relationship between the two cards.

At this point, if the other individual(s) agrees with the leader's positioning of the cards (i.e. Purpose Measure Relationship), the next card will be selected. However, if the other individual(s) does not agree with the positioning, this person(s) will explain his/her opinions while relocating the cards or another Purpose Measure Relationship on the mounting sheet.

In the latter case, if necessary, the leader will need to explain why the original position was more appropriate, and put the card back to where it was.

Then, without being caught up at a standstill, vote as to which order is more appropriate, exchange opinions and make the decision.

By repeating the above steps, one would be able to understand as to how the other individual(s) perceives the expressions and ultimately, begin agreeing on the ordering.

When agreement is reached, the leader will select a third card and place it on the large mounting sheet so that the leader will then place the third card above, between or below the two cards that were selected previously, according to whether it is the purpose or measures of the first two cards.

Next, if the other individual(s) agrees with the location, then the fourth card will be selected and positioned.

Special considerations at this time are shown on card numbers 8, 10 and 12.

However, in principle, the cards should be placed vertically as much as possible.

5. When all the cards have been placed and when a PMD-like shape has been made, it should be compared with the sample PMD shown on the next page. If changes are required, the cards should be rearranged and be agreed upon.

Depending on the individuals, card numbers 9, 13 and 1 may be placed vertically or horizontally as in the sample. (Either is interpreted as being correct.)

6. After the PMD is completed, fix all the cards on the mounting sheet with transparent tape.

Next, confirm the 'Main keyword' and the 'Entrance keyword'.

Notes:

It is important not to categorize the cards.

Just arrange the cards to the end according to purpose and measures relationship.

Training sheet for making a PMD

Copy this sheet on a thick B4 sized paper and using scissors, cut along the framed blocks. Each of these blocks will be used as cards. Then, place them on an A3 sized sheet, and practice making a PMD.
 When starting this, on the upper right-hand side of the A3 sheet, place a card that reads, 'Theme: Making a PMD'. This will be the theme (subject) for making this PMD.
 As a procedure, create the PMD without viewing the finished sample PMD on the right-hand side of the page. After completing the PMD on your own, use the PMD on the right-hand side as reference and rearrange the cards as necessary with the consent of all parties.
 To arrange the cards, arbitrarily choose two (2) cards and determine which is the purpose and which is the measures. When this is done, then choose the next card and again determine its positioning.
 The next card will fall either above, between or below the first two cards according to whether it is a purpose or measures of the first two cards. Repeat this procedure until all the cards are placed on the mounting sheet.

(Note) On this teaching material, the numbered order is shown on the left-hand edge, but normally this is not required.

Theme: Making a PMD

Question

1. In brief, what are we going to do with it?
2. In brief, at least what is necessary to do?

2. The theme candidates are to be written as a noun or noun phrase.
 Example: "Making of a PMD" or "To make a PMD"
 However, if given the choice, "To make a PMD" is the better expression for a theme.

3. Decide the theme

4. Read the pamphlet about the mechanism of decision making by information of difference in the DTCN/DTC Methodology book.

5. Write the answer to the question of, "What are we going to do with it?" in the expression of, "Do A" (verb+noun). (An asterisk is to be written at the start of each expression.)

6. Using a scissor, cut the written expressions to make them independent from each other.

7. The completed PMD will be used as the master PMD. It is then necessary to summarize it and make a summarized PMD to show higher ranked persons in the company

8. The written expressions must be placed vertically from top to bottom according to the sequence of "In order to do A, it is necessary to do B."

9. Be able to visualize the priorities of the parties concerned.

10. Place cards horizontally, those expression cards which cannot be placed vertically.

11. Locate those expressions that are located on the same level from the left-hand sized according to the level of fundamental principles / importance.

12. When reading the cards from bottom to top, the expressions can be read by repeating, "Do B, then do A."

13. Grasp the main key word of the purpose image of the objective result, which in brief will achieve the subjects. It should be expressed as "Do A" (=verb+noun).

14. When a difference of opinions arises as to deciding which expression is the main key word, the individual(s) who disagrees must clarify why their own key word (the expression of the objective result) is more appropriate than the leader's.
 Next, without being caught up in one's own opinion, one needs to listen to the other person's opinion. Then, if there is a standstill, to make a vote again.
 This is repeated until there is agreement between the parties concerned over the main key word (the expression of the objective result). (In this case, there may be cards where the expression may be changed or added.)

15. Once the PMD is completed, confirm whether or not the top-down order of the expressions are appropriate by reading out loud, "In order to do A, it is necessary to do B." (Adjust if necessary.)

16. Make the feasibility of the subject compact so that it can be seen by all

17. Choose the cards randomly.

18. Create a PMD (pre-pre draft).

19. Place a blank card when there seems to be another expression that needs to be added.

1. Grasp the expression "Do B" as the entrance key word to determine the starting point where we should start.

20. Place the idea box under the 'To do box' when ideas are created/thought up for one of the expressions on the same level.

21. When a difference of opinions arises as to deciding which expressions are the purposes and which are the measures, the individual(s) who disagrees must clarify why their ordering is more appropriate than the leader's. Then, readjust.

22. Add cards in cases where cards need to be readjusted or are insufficient

23. When a similar expression is required in two or more places, place the expression, eg. "Do A, the first time.", "Do A, the second time." or "Make the pre-pre draft", "Make pre draft", "Make draft" and "Make decision".

24. Complete the PMD

25. Create a PMD (Draft)

26. Create a PMD (Pre draft).

27. By using the theme PMD method, create the best theme expression.

Theme: Making a PMD

Question

1. In brief, what are we going to do with it?
2. In brief, at least what is necessary to do?

