

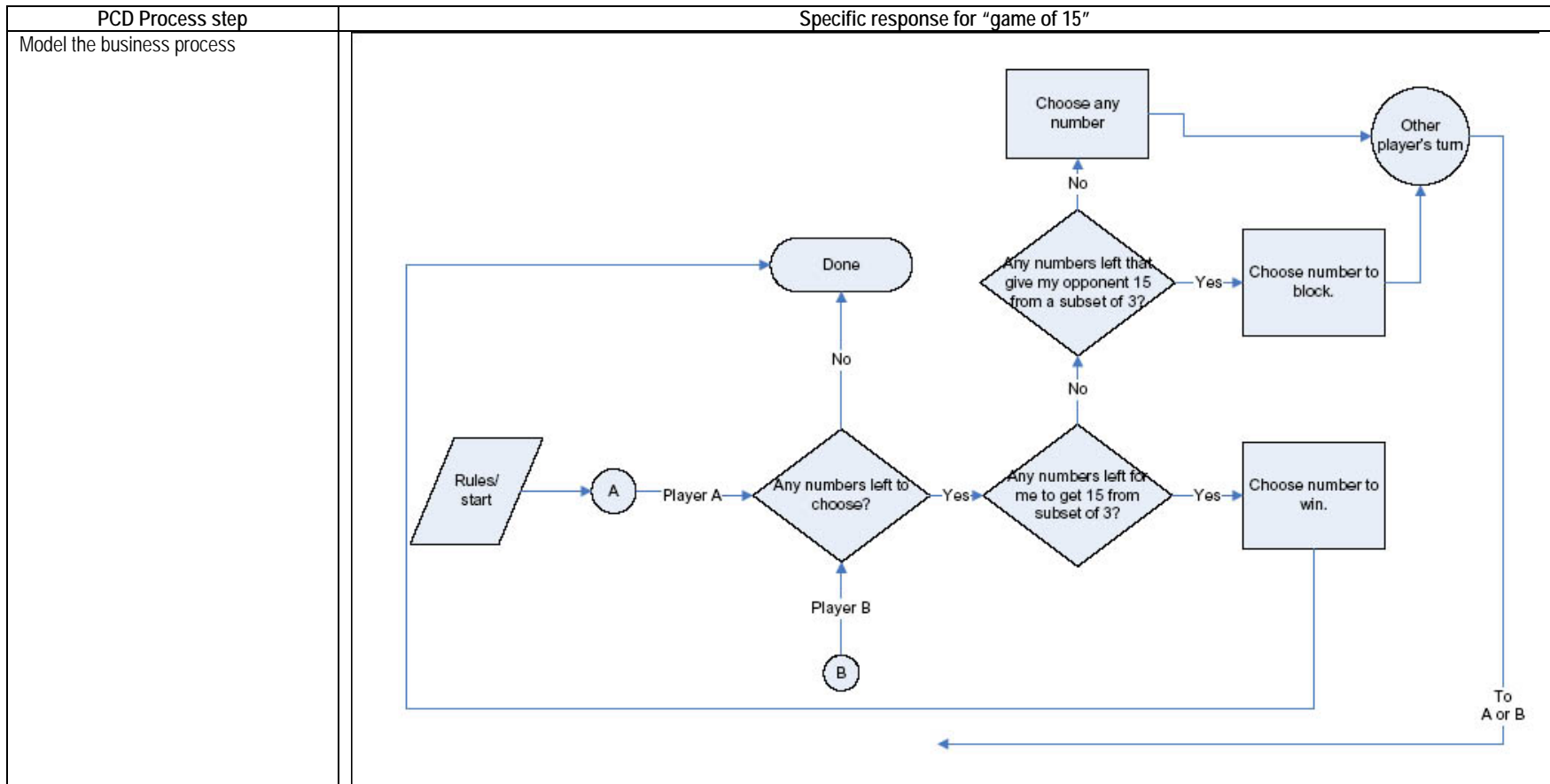
Example of the PCD Process

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Since we have a detailed synopsis of the “game of 15” in the previous PCD Process document, let’s use this example to show how PCD works. Some of the issues around the business case will be contrived since this is not a real business problem.

PCD Process step	Specific response for “game of 15”
Articulate the compelling business need.	Increase revenue by \$5Million per quarter via our core competency, which is negotiating consulting contracts. Our organization’s revenue is tightly linked to our consultants’ ability to quickly negotiate contracts successfully, and to know when to bail out of no-win situations and get on with the next negotiation.
Develop a mission statement and action plan.	<p>Mission: Provide on-the-job resources for new and seasoned employees to establish competency and increase skills and, therefore, be able to close and negotiate contracts that will increase revenue by \$5M/quarter.</p> <p>Action plan: I am not going to create one for this example, but it involves the following steps:</p> <ol style="list-style-type: none"> 1) determine critical success factors for accomplishing your mission 2) survey the internal environment (inside your division, department, company) to see what is available to address these critical success factors 3) survey external resources (outside your organization) to see what is available to address the critical success factors 4) determine the gaps between what is available and what you need 5) develop a set of objectives to close the gaps, including who is accountable and when 6) delineate action steps to achieve the objectives 7) establish a plan to monitor your activities toward accomplishing the action plan <p>For this example, let’s assume that your key objective is to create the “game of 15” per the rules stated in the initial iteration. Yes, this is the contrived part, but the example serves the purpose nicely from this point forward. So the objective is: <i>“Enable our consultants in a strategic interactions toward a win for one person and the loss for another, but in a context in which there could be a draw.”</i></p> <p>Through the environmental scan, we determined that we have something available called “the game of 15” so we’ll start there.</p>

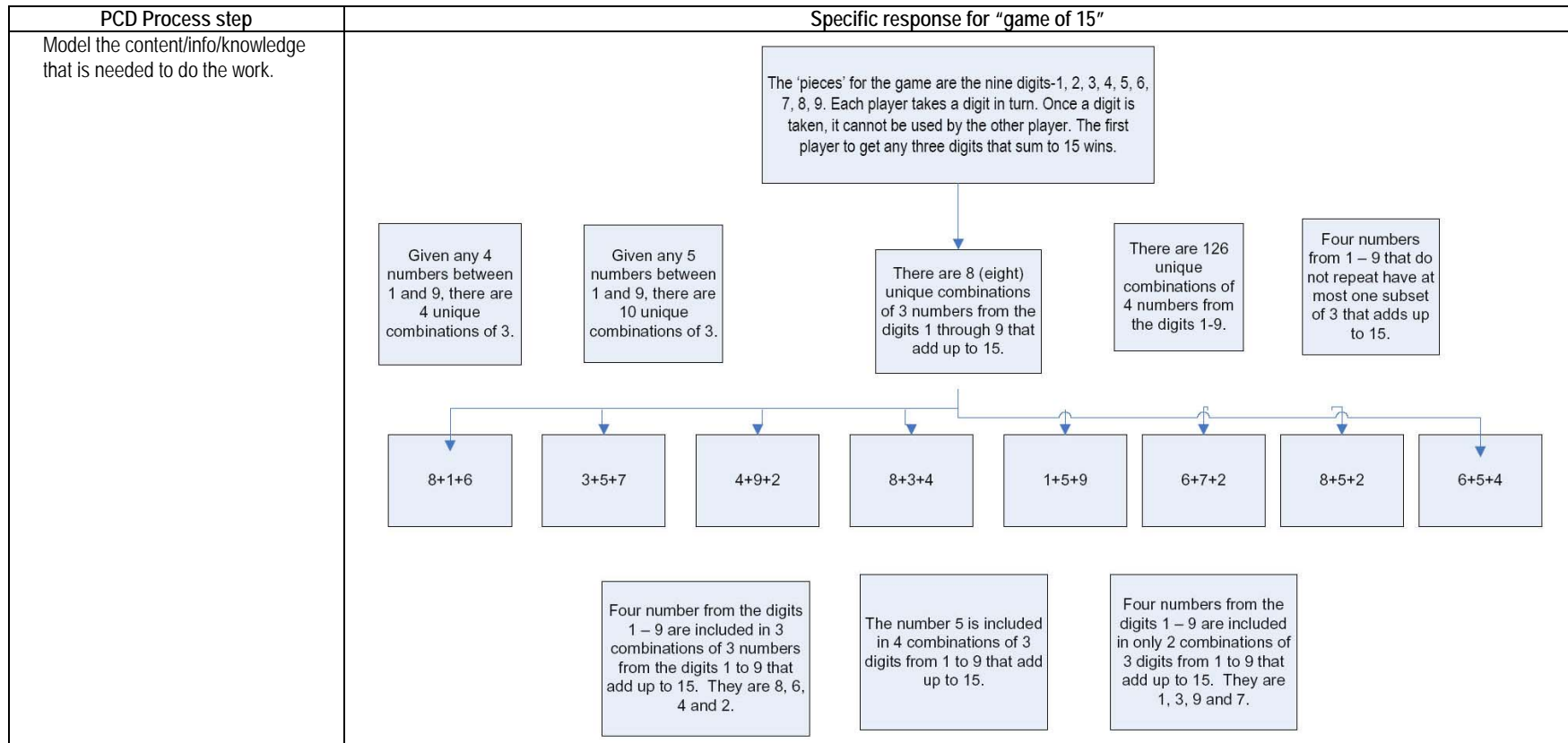
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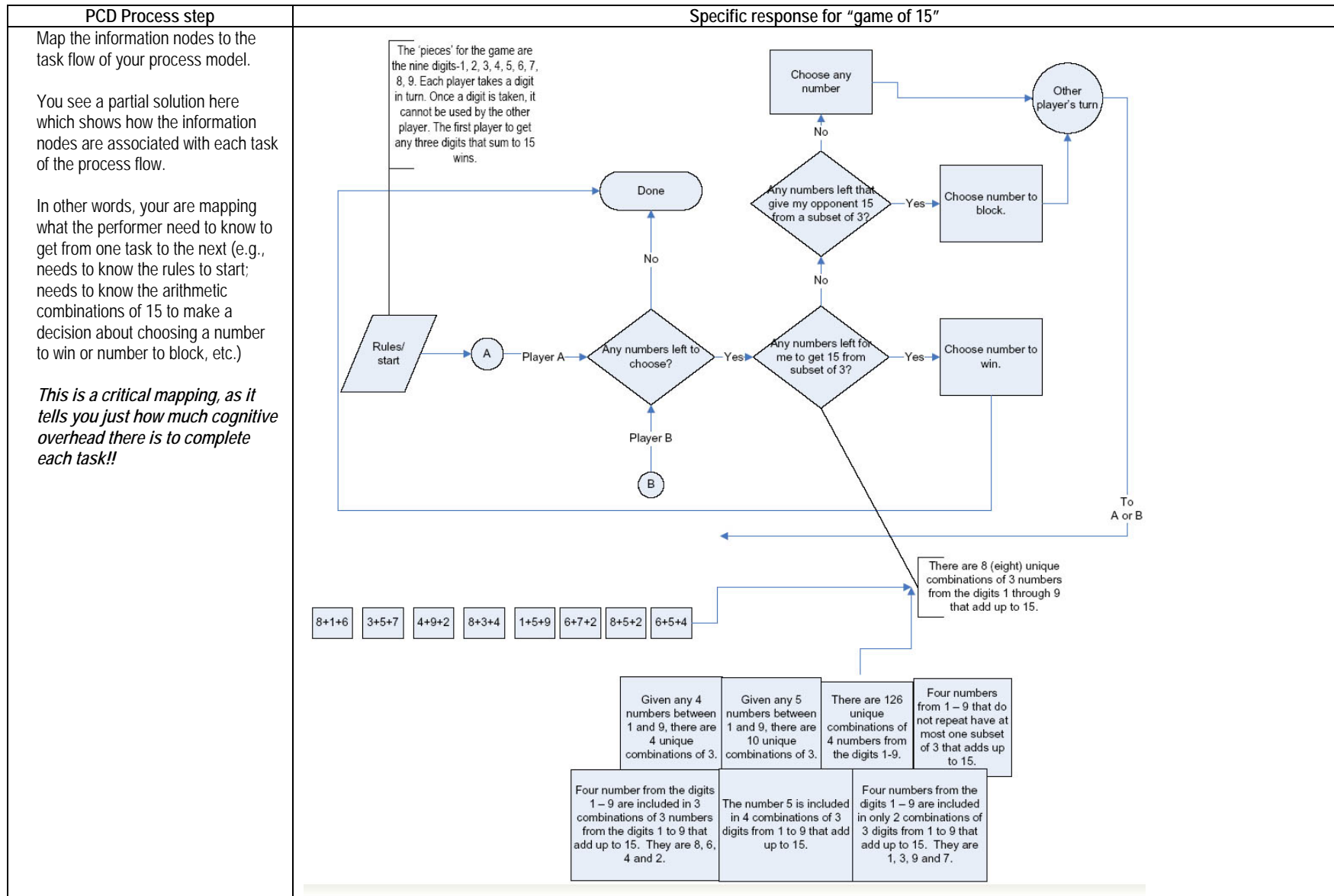
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PCD Process step	Specific response for "game of 15"
Model diversity (i.e. persona)	<div style="display: flex; align-items: flex-start;">  <p data-bbox="562 345 1875 397">Eddie is a seasoned 58 year old consultant with XYZ corporation who has xyz experience and ...[interests, values, preferences relevant to the task context]</p> </div> <div style="display: flex; align-items: flex-start;">  <p data-bbox="562 553 1892 602">George is a new 23 year old consultant with XYZ corporation who has abc experience[interests, values, preferences relevant to the task context]</p> </div>

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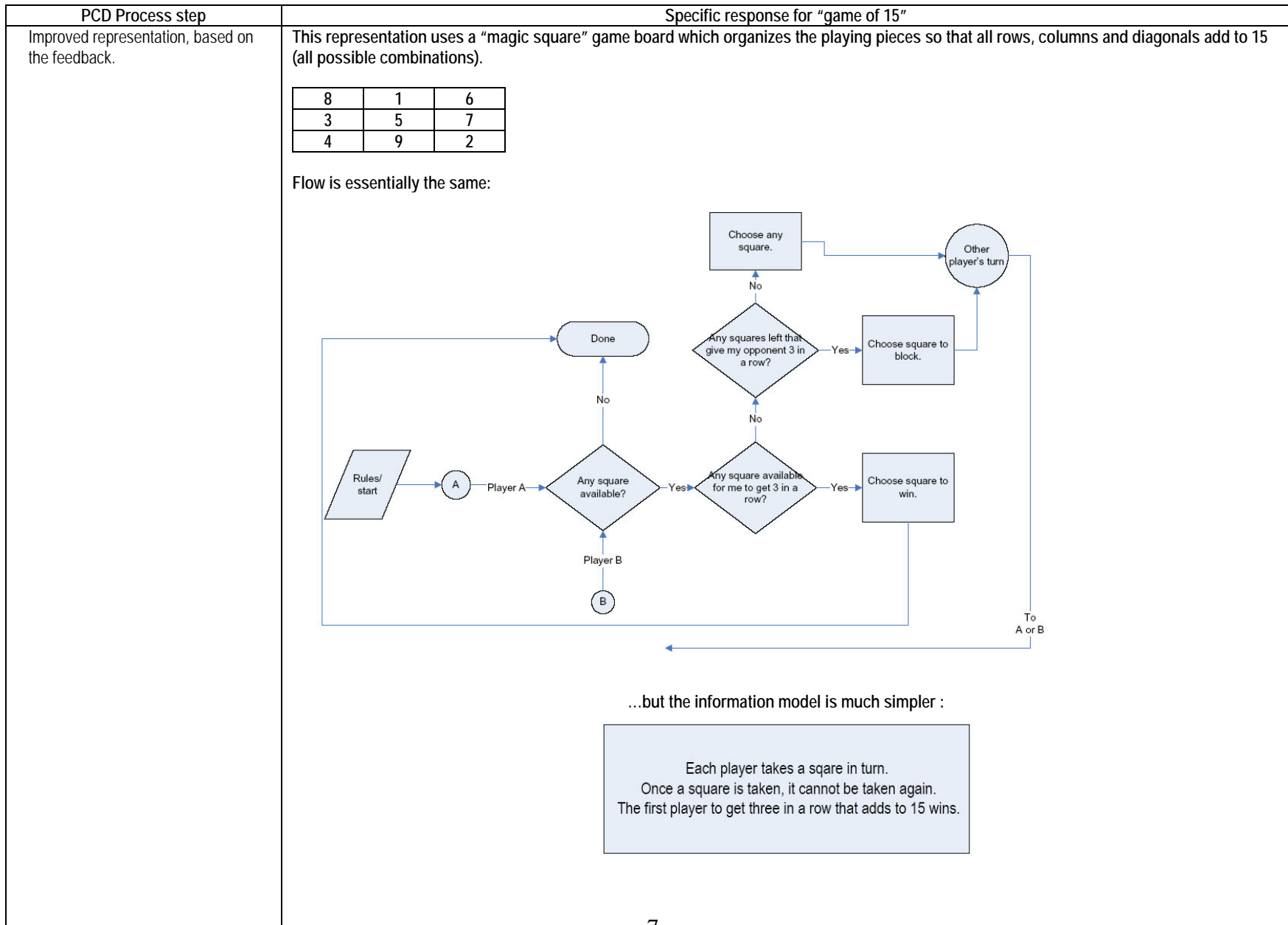
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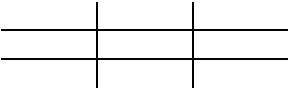
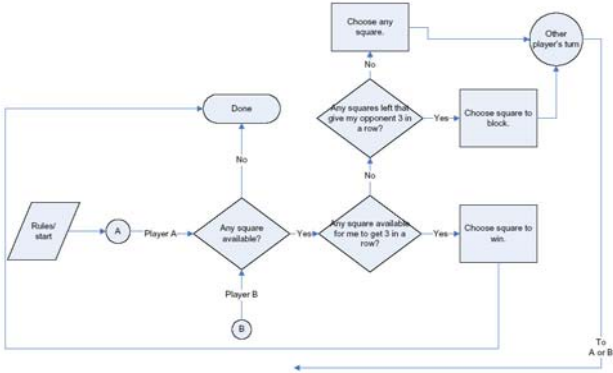
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PCD Process step	Specific response for "game of 15"		
<p>Create a representation of the business problem that addresses the mission statement and action plan that reflects the business process, the diversity of people who do the work and contains just enough information/knowledge to get the job done.</p>	<p>First representation: A game board with rules.</p> <div style="border: 1px solid black; padding: 5px; margin: 5px 0;"> <table style="width: 100%; text-align: center; border-collapse: collapse;"> <tr> <td style="width: 50%; border: 1px solid black; padding: 5px;">Player A</td> <td style="width: 50%; border: 1px solid black; padding: 5px;">Player B</td> </tr> </table> </div> <div style="border: 1px solid black; padding: 5px; margin: 5px 0;"> <p>Game pieces:</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9</p> </div> <p>Rules:</p> <ol style="list-style-type: none"> 1) Each player takes a digit in turn. 2) Once a digit is taken, it cannot be used by the other player. 3) Once a digit is chosen, it cannot be chosen again. 4) The first player to get any three digits from among all the digits he or she has chosen that sum to 15 wins. <p>Facts:</p> <ul style="list-style-type: none"> - There are 8 (eight) unique combinations of 3 numbers from the digits 1 through 9 that add up to 15: 8+1+6, 3+5+7, 4+9+2, 8+3+4, 1+5+9, 6+7+2, 8+5+2, 4+5+6 - Given any 4 numbers between 1 and 9, there are 4 unique combinations of 3. - Four numbers from the digits 1 – 9 are included in only 2 combinations of 3 digits from 1 to 9 that add up to 15. They are 1, 3, 9 and 7. - etc (from the information mapping) 	Player A	Player B
Player A	Player B		
<p>Evaluate this representations will real examples of Eddie and George.</p>	<p>Results:</p> <ol style="list-style-type: none"> 1) Eddie got confused trying to remember all of the rules. He thought the game was over when one player had picked three numbers. 2) George got frustrated with Eddie because he understood that rule...but he still got confused trying to calculate all of the combinations. 3) George and Eddie couldn't keep track of which numbers were already chosen. 4) Eddie kept adding combination of 2 numbers instead of 3 looking for the 15 combination (thinking it was 3 or less rather than exactly 3) 		

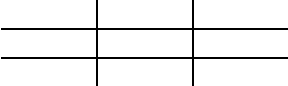
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PCD Process step	Specific response for "game of 15"
Evaluation of representation 2	<p>Results:</p> <ol style="list-style-type: none"> 1) Eddie had no trouble remembering the rules, but he had trouble seeing the numbers. 2) George was impatient with Eddie because Eddie didn't get that the numbers were not really relevant.
Third representation.	<p>This representation uses a nine-cell grid game board and has no game pieces.</p> <div style="text-align: center; margin: 10px 0;">  </div> <p>Flow is essentially the same:</p> <div style="text-align: center; margin: 10px 0;">  </div> <p style="text-align: right; margin-top: 10px;">...but the information model is even simpler:</p> <div style="border: 1px solid black; padding: 10px; margin: 10px auto; width: fit-content; background-color: #e0e0e0;"> <p>Each player takes a square in turn using X or O resp. Once a square is taken, it cannot be taken again. The first player to get three Xs or Os in a row wins.</p> </div> <p>With this representation, you have completed the basic <i>interaction</i> design.</p>

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PCD Process step	Specific response for "game of 15"
<p>Create interface to the knowledge base.</p> <p>In this case there is not much of a knowledge base because it is a single node. It can be presented right on the same board / page / screen.</p>	<p>The interface you create reflects the preferred interaction design. In this case it depends on the media of choice. If you are creating a print or board-based game, then your design would include the grid and the rules:</p> <hr/> <p>Tic-Tac-Toe, Three In a Row</p>  <p>Each player takes a square in turn using X or O resp. Once a square is taken, it cannot be taken again. The first player to get three Xs or Os in a row wins.</p> <hr/> <p>How you lay this out physically for players, what colors and fonts you use, what visual cues and other artifacts are present are all part of the <i>interface</i> design (versus the low-fidelity <i>interaction</i> design of the representations above).</p> <p>If the medium is to be computer-based, then you need to apply standards for online interfaces.</p> <p>In any case, when you begin to design the iterations of the interface you must use actual performers (instances of Eddie and George) to evaluate the designs. Like the low-fidelity interaction representations, you must test iterations until you get it "right."</p>
<p>Prototype and pilot</p>	<p>Once you have created an acceptable interface design, roll it out to groups of users and obtain feedback. Continue to refine and grow the audience until the acceptance criteria are met for going to production. If you are rolling out software, you must test a number of things. In the software development lifecycles there are as many as 12 separate tests (unit test, system test, regression test, acceptance test, integration test, etc.). The specific Quality standards that you establish at the onset of your project will suggest the levels of testing required. The idea is that you are able to roll the solution out to all users and maintain it without disturbing the existing environment.</p>
<p>Continuous evaluation.</p>	<p>Create a process and an instrument(s) for collecting data about system usage vis-à-vis business performance through human performance and put them into practice!</p> <p>Establish a maintenance schedule for implementing your improvements. PCD is <i>process</i>, not an event.</p>