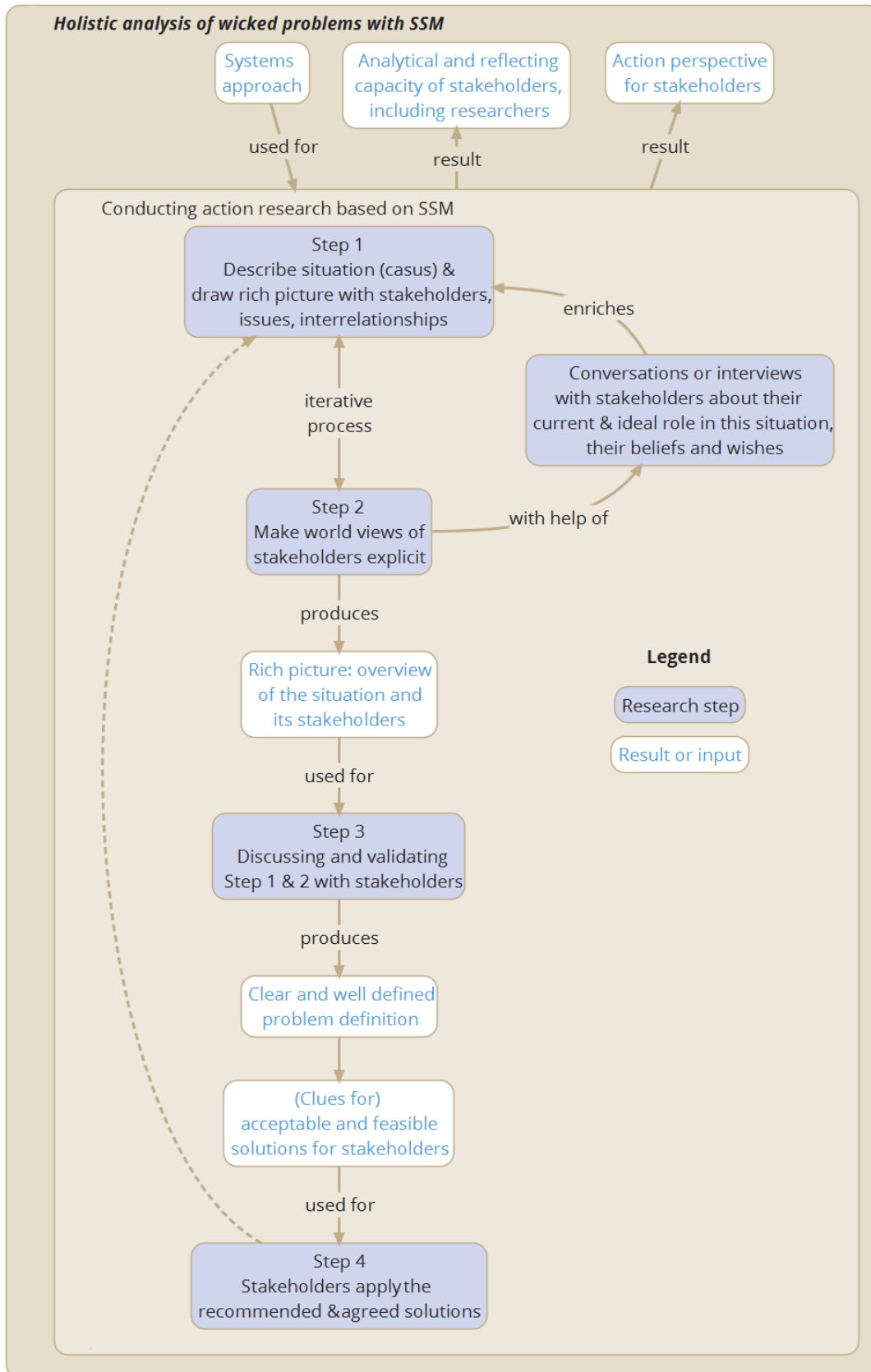


The four steps of SSM



FORM 1 Description of a casus or situation

SSM Step 1

Title casus or situation:

RICH PICTURE

Draw the situation: make an image of the stakeholders, the activities they carry out, their issues, wishes, etc. and draw the relationships between them (hard copy or digital).

COMMON OBJECTIVE

Describe the common objective of this situation:

SUCCESS FACTORS

What factors make this casus or situation a success? What has to be accomplished for reaching the common objective? Describe these success factors as explicit (concrete) or measurable as possible:

SOLUTIONS – IMPROVEMENTS – OPPORTUNITIES

Executed or desired improvements in this situation:

(Desired) result or effect of the improvement in this situation:

FORM 2 World view of a stakeholder in the casus or situation

SSM Step 2

Title casus or situation in which the stakeholder is involved:

CONVERSATION TOPICS

STAKEHOLDER (PERSON OR ORGANIZATION)

(Anonymised) name:

Task or function of the stakeholder (formal):

GOAL OF THE STAKEHOLDER

*In the **CURRENT** situation: **Why** do you execute your role? Why do you do what you do, and what do you want (or: have) to reach with that activity in this situation?*

ROLE IN THE SITUATION – someone's current and ideal role – or dream! – in this situation

*In the **CURRENT** situation: **What** is your role in this situation? And **how** do you carry out your role? In other words: What do you do and how do you do that?*

*In the **IDEAL** situation: Please describe your (ideal) role in this ideal situation (a situation in which nothing constrains you to execute your role): **How** does it look like? **What** are you doing then (differently compared to the current situation)?*

SUCCESS FACTORS & UTILITY of someone's current and ideal role – or dream! – in this situation

*In the **CURRENT** situation: In what way is what you do of interest (valuable and useful) to yourself and/or others? What is the effect of it to (one of) the stakeholders in the situation? In what way do others support you in this situation? In other words: what are **success factors** when executing your role, what have you reached when doing this and what is **the utility to yourself and other stakeholders** in this situation? Describe these success factors as explicit (concrete) or measurable as possible:*

*In the **IDEAL** situation: What will this ideal situation (without the current constraints) provide you and others with? How do you contribute to that? What do you need of others in order to be able to do that? In other words: what are (**potential**) **success factors** when executing your role, and what is (**potentially**) **the utility to yourself and other stakeholders** in this ideal situation? Describe these success factors as explicit (concrete) or measurable as possible:*

Systematic analysis of a casus with Soft Systems Methodology

CONVICTIONS, BELIEFS, OBSTACLES & WISHES (CONSTRAINTS)

In the **CURRENT** situation: *What do you think of this situation? What is your opinion on how you can execute your role (how do you think and feel about it)? What is your opinion on how others involve you in this situation? In other words: what are your **wishes and convictions** in this situation?*

In the **CURRENT** situation: *And **what is hampering or limiting you** (inside you or externally) in this current situation to executing your ideal role?*

FACTS & FIGURES TO THE CASUS OR SITUATION

In case you are searching for facts and figures to this casus: Could you provide me with (written) information, or let me know where to find it? Would you allow me to have a look at that information?

Goal of the conversation or interview with a stakeholder

You want to find out what each relevant stakeholder in this situation does based on his convictions and (perceived) opportunities and impossibilities in the current and ideal situation. This is called 'someone's world view'.

World views are (subconscious) behavioral patterns resulting from someone's convictions and the extent to which he is facilitated by its environment (through conditions).

Interview tips

1. People appreciate it a lot when they receive attention (in this case: through a conversation or interview), especially as people want to contribute to something in a meaningful way. With an interview you give full attention to someone and his contribution to a situation. Note: it is important to remain focusing on the interviewee. Your opinion or interpretation of what the interviewee says is – at least during the interview – not important.
2. Try not to interpret what the interviewees say: ask them what they do and think of the situation rather than interpreting it or making it up yourself in the role of researcher / interviewer.
3. You ask the interviewee for anecdotal activities and experiences in that situation, and for his beliefs regarding that situation. You ask the stakeholder for:
 - a. Why? (his goal in the situation)
 - b. What is happening NOW and how it should happen in the IDEAL situation: What?, How?
 - c. Success factors (NOW and in the IDEAL situation)
 - d. Convictions / restrictions, Wishes

Copy form 2 – one for each individual stakeholder.

Rich Picture example

