Pragmatic actors exert purpose via links within the business domain

Explore links. Working in concert, professional actors interpret contracts and exert purpose: compound programme resources; impose coherence; construct the product; assure stakeholders and regulatory authorities

Links are vectors that point within the pseudo – phase space that Solyphony's conformance of the business domain defines and constructs.[1] They exert forces that programme and project direction determine and that stakeholders and regulatory authorities apply. They establish the interdependences of business activities. Following trajectories that lead from inception to realisation, links advance the states of business articles within the operational domain from, e.g. procurement towards delivery.

Inter alia, project management practice schedules paths towards delivery targets that mobilisation instructions initiated. Solyphony articles record pm constructed dependences as, the PM declares Might the PM demur?[2]

Applied within lifecycle phases, links serve analysis and synthesis, in turn. Practice frequently attaches subordinate to superior articles – many articles linking to fewer – to construct simple articles that might otherwise be operationally complex. (Vide: "Complexity made simple".)[3]

Solyphony's opening portal reaches all articles within the business field and the links that associate them. Thereby, it reveals the body of activities that advance towards delivery. Authority may segment areas of the portal when exclusions from access serve security or confidentiality. (Solyphony's record remembers all.)
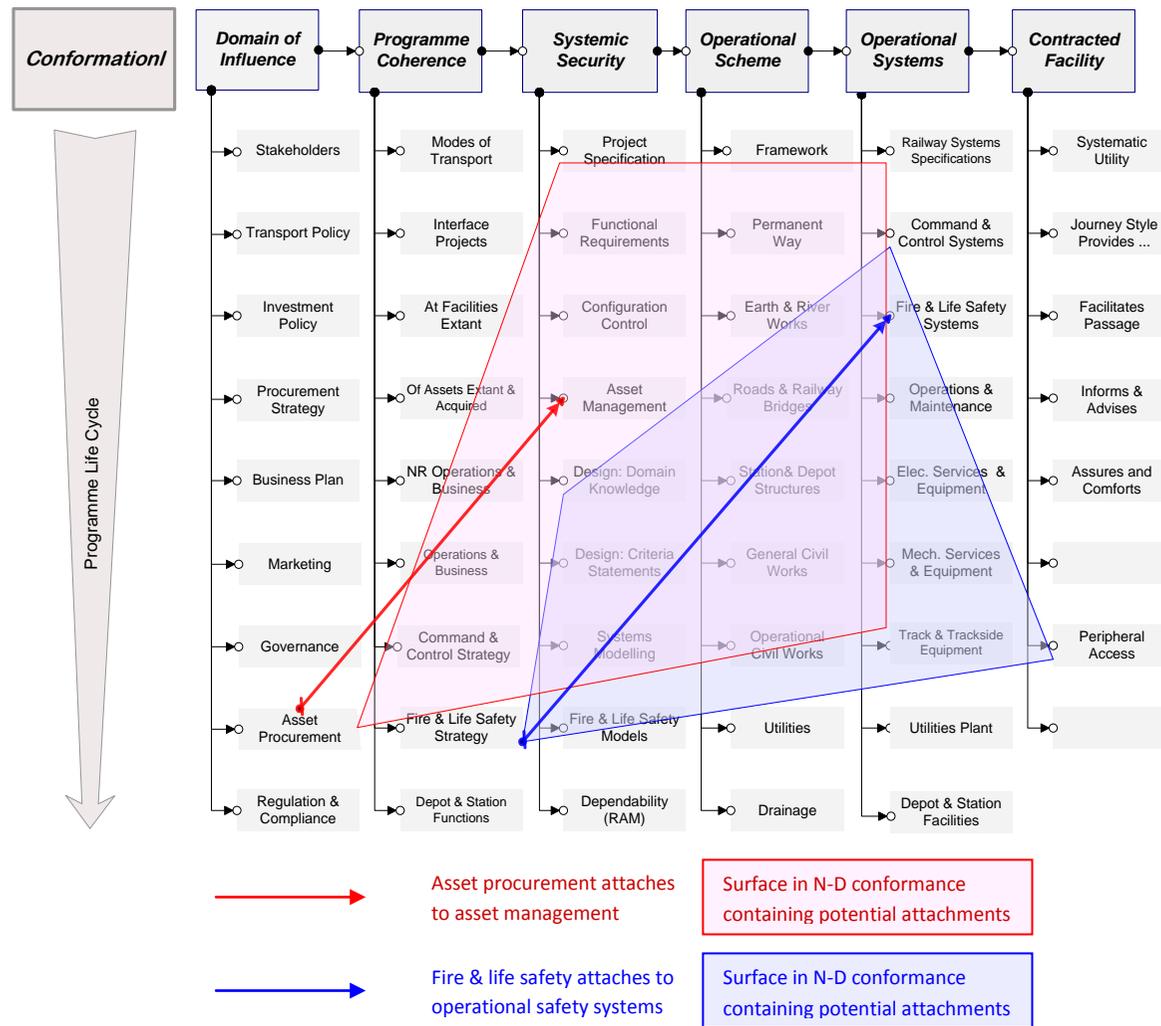
Actors and authorities will set portal boundaries, the better to serve the peculiarities of their operational domain. This partial image of the Solyphony field responds instantly to state or status changes, wherever and whenever they occur. Priorities signal for attention: issues beg resolution; risk is evident and calculable; critical issues detected demand resolution; "change-management," acknowledges …[4]

Issues and responses:

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[1] Review "Conform the Operational Domain".
[2] PM stands alongside PD in the Solyphony business domain. This relationship invokes coherence of PD and PM sponsored activities. These authorities impress confidentiality, as they might. They cannot forget.

[3] Remember that synthesis is not the obverse of analysis.
[4] Dispense with the overhead that spread-sheet dashboards invoke

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Figure 1. Relating volumes of activity in the business domain, links empower actors searching for solutions and advance

The conformance maps projects onto six or more primary themes, *being explicit expressions of the contract*. They capture the processes that direction and management dispose and describe the product's functions, properties and components.

Descending vertically, analysis discriminates to four descriptive levels, whilst maintaining the integrity of the leading themes. It avoids the fragmentation that obscures project procedures. Active links impress coherence on the working objects that they construct and apply arguments that e.g. share design data and documents …

Synthesis, expanding horizontally and to the right, harnesses the constructive forces that articles/actors in the first four themes exert in favour of directional purpose and management. Active links construct operational models, deliverable articles, etc. and apply regulatory implements.

The conformance stands on a sparse initial framework, being an interpretation of e.g. an instruction to mobilise. Detail and depth – volumes and volume – emerge through the *decisions and actions of authority and actors*. Links relate articles at all levels in the volume of the conformance, pointing always towards advance.

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Initiating authority activates link

| Transmitting article | Link mechanism ➔ | Recipient article |

Transmitting article
Implicit
Date &time
ID: Initiating authority
ID Transmitting article
ID recipient authority
ID Receiving article
Explicit
Statement of purpose
Supporting information
Explanatory remarks

Recipient article
Implicit
Implicit data received

Explicit
Recipient acknowledges link insertion.
Exchanges of documents, relevant articles, messages and remarks.

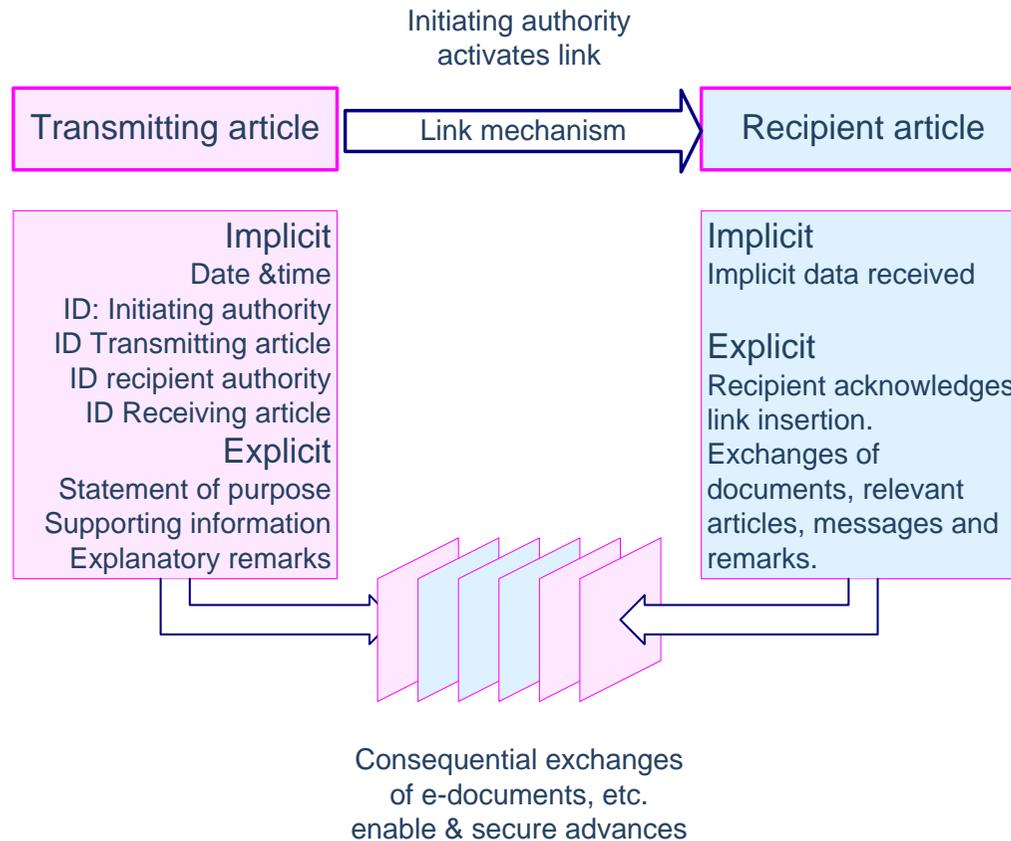Consequential exchanges of e-documents, etc. enable & secure advances

Figure 2. Regulation and assurance of link insertion mechanism.

The imposition of a link denotes a purposefull assertion of authority. It identifies the source business article and reveals its properties, the latter implicitly. The act that appends a link to a recipient article signals the guarding authority, explicitly. Links stand indefatigable. Restatements of them expunge neither the originating link nor its successors. Conduits[5] may not masquerade as links.

Links express changes of properties or state in the source article that invoke reciprocity in the recipient article. Higher authority may intercede and impress a link when its purpose stands outside the source actor's remit.
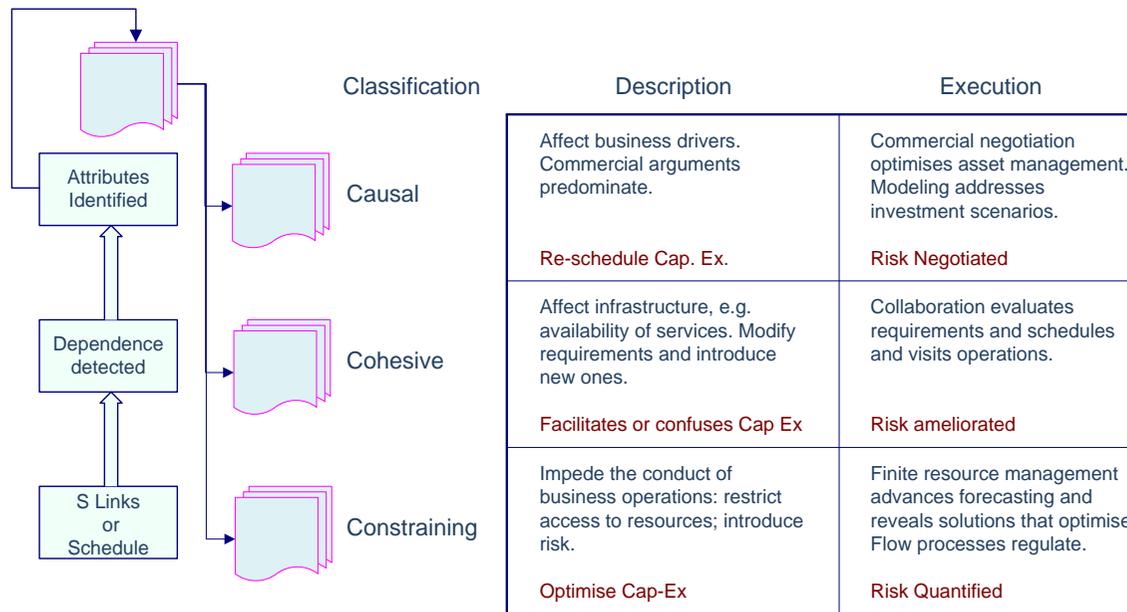
Solyphony date-stamps the act of linking, all state changes and other events[6] This mechanism persists when project management is the sole scheduling authority. Solyphony searches e.g. Primavera records, when called upon. Solyphony records facilitate and benefit finite resource scheduling.

Link attachment does not intervene in the rights of qualified actors to exchange documents and messages with either the recipient or source articles, whenever they choose.

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[5] That conveys information secretly...

[6] Attachments of documents, instructions, remarks, etc …

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Classification	Description	Execution
Causal	Affect business drivers. Commercial arguments predominate.

Re-schedule Cap. Ex. | Commercial negotiation optimises asset management. Modeling addresses investment scenarios.

Risk Negotiated |
| Cohesive | Affect infrastructure, e.g. availability of services. Modify requirements and introduce new ones.

Facilitates or confuses Cap Ex | Collaboration evaluates requirements and schedules and visits operations.

Risk ameliorated |
| Constraining | Impede the conduct of business operations: restrict access to resources; introduce risk.

Optimise Cap-Ex | Finite resource management advances forecasting and reveals solutions that optimise. Flow processes regulate.

Risk Quantified |

Attributes Identified

Dependence detected

S Links or Schedule

Figure 3. When juxtaposed, the attributes and link dependences of a Solyphony article classify its impact on business issues. So authority knows: will it evaluate; how might it act[7]?

Links may be classified according to the forces that express their purpose An early scheme applied:

Dependence:	Coherence:
Construction	Compatibility
Association	Iinteraction
Intersection	Ineroperability

Constraint:	Peculiarities:
Physical	Contractual
Regulatory	
Contractual	

Though self sufficient, this scheme ignores direct impacts on primary business issues.

Fig 3 inverts the mechanism: business activities characterise and classify links. Thereby, links bring forward the business import of the articles they relate.

Solyphony's search facility seeks article properties and link characteristics. Sequential searches discover impacts on discrete business elements The illustration targets Capital Expenditure.

Scheduling links can inform searches when pm permits.

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[7] Critical Issues Management (CIM) might decide