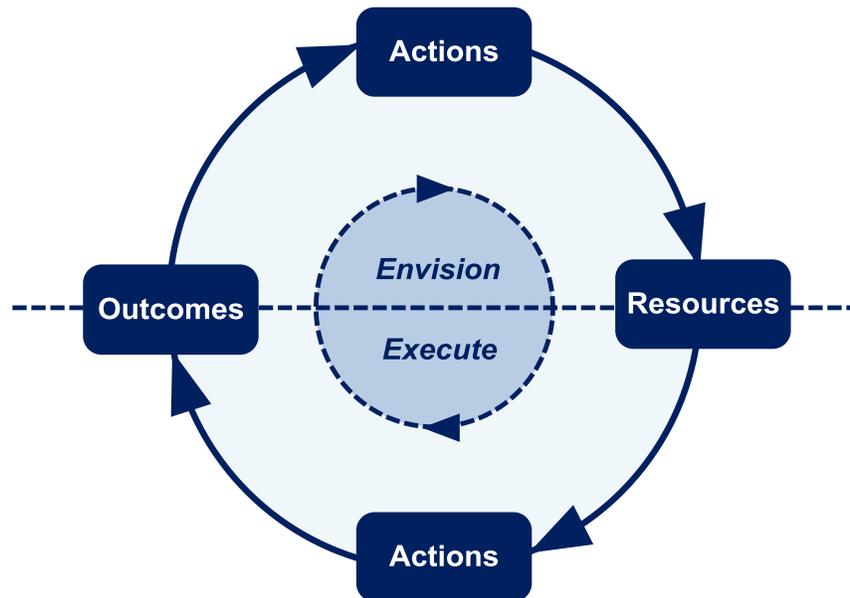


Tools for Knowledge Workers

The OAR Planning-Action Cycle



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To plan is to envision a set of outcomes and a course of action that will achieve them, including the resources necessary to carry out that course of action. To execute a plan is to obtain, deploy and employ resources in the course of carrying out the plan. Outcomes, Actions and Resources – these are the three core elements of planning and action. In the planning or envisioning phase, the focus is on defining outcomes, identifying the actions that will lead to them and determining the resources required to carry out those actions. In the action or execution phase, attention shifts to obtaining the necessary resources, deploying or allocating them and then employing or using them to carry out the planned actions. The effects of the actions taken constitute the actual or realized outcomes. These are compared with the intended outcomes and the results of this comparison indicate success or perhaps the need for revisions and additional effort. The planning-execution cycle is a configured activity and it is an iterative one. For more about the OAR Model click [here](#).

