

n.

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**In my experience** with disruptive technology, this became an all-too-common scenario:

**"This makes NO sense! There is NO way we could possibly operate like this," an executive manager would say, tossing a process flow document to the conference room table.**

**"Sir, that is an accurate description of what we've discovered in looking at your current operations," the consultant offers.**

**"No way!"**

**There is a pause.**

**"Who created that ? Who signed off on that – IF that's really the way we're doing things?" he follows.**

**"Well, actually, sir," a company business area expert says, laying a document on the table and pointing to a section of it. "You did – here, with other members of the management team...3 years ago."**

Usually, at this point there would be a longer pause, sometimes accompanied by change of complexion on the manager's face – to something like the shade of granite or marble. And it was not uncommon for them to say, almost to themselves, "Well, ... this actually explains some other things that have never seemed to work the way we thought they should."

As the consultant, this was always an important, pivotal moment. In a way it became a starting point for the rest of the implementation.

We acted quickly to move past the surprise aspect. After all, we *had* discovered that the mythical "AS IS" and the really REAL "AS IS" weren't the same, which hugely affected the overall design point and the strategy for getting to the "TO BE" goal. And this kind of "disconnect discovery" - had it been found out later - would have been enormously expensive and disruptive to the project, and possibly even fatal to the company. (I actually saw that on occasion, as well)

Moreover, it shined a light on links in thought and communication within the company's structure, and provided them an invaluable boost in evaluating and fixing them.

In any great undertaking, there are always mid-course corrections. And it is almost a guarantee that there will be trouble spots in any substantial change. It is important to find out early – and often – if the plan you think is in play, is in fact still in play, and if it is still *really* the plan that your organization needs and expects.

**An extra, other set of eyes** would be useful: observing your world, bringing a new outlook and a breadth of experience in business and technology to the table. And all the while leaving you free to be productive in other important areas.

Completely independent, this service can provide project verification and validation, assessment and in-depth analysis and troubleshooting. And the results are presented to you in a concise reporting document along with recommendations.



Analysis  
Verification/Validation

Troubleshooting  
Requirements Gathering

Decision Management  
Organizational Dynamics

**On target:**

**Maintaining project health, and safeguarding your company's overall wellbeing**

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- Business Analysis
- Systems Analysis
- Business and Technical Troubleshooting
- Project 'Early Indicator' Evaluation
- Organizational Readiness Assessment
- Decision Management
- Organization Dynamics
- Business and Technical Alignment
- Requirements Gathering

**About . . .**

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