

Commentary June 2006 - Issue 10

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■ **3 steps to changing your business:**

- Develop your strategy
- Develop your approach
- Develop your detailed plan

Step 2: Develop your approach: how will you implement your strategy?

The previous issue of Commentary outlined the importance of having a clearly defined strategy before making significant changes in your organisation.

This issue of Commentary provides guidelines on how to bring your strategy to life by developing a supporting business approach.

What is an approach?

In this context, the business approach details how you intend to implement the strategy, the risks or issues associated with the implementation and your timeline or milestones during the implementation.

Why do you need an approach?

Writing an approach is like creating a storyboard; it helps those responsible for delivering business change to walk through and work through the steps to bringing the change about.

Walking through the steps to bringing about change helps one to realise what might be required to support changes and the likely pitfalls much sooner and with more clarity. Equally as important, a written approach can be used to communicate to all who need to know exactly what you plan to do, why, when and how.

Using one of the scenarios introduced previously, the following should help to provide a clearer picture of how one might apply an approach to a strategy.

Scenario A

Teams U and V will be merged to form a single function.

The merged teams will deliver a streamlined service. To support this, the teams' business processes will be re-designed.

Developing an approach to Scenario A

The approach to merging two business functions might have the following objectives/headings:

- Develop a project plan for implementing the new function.
- Define the scope of the merged functions.
- Define roles and responsibilities within the new function.
- Re-design processes to support a single function.
- Agree re-designed processes with stakeholders.
- Design training programme.
- Write new policies and guidelines.

Supporting each of the above headings you would have a detailed explanation (or sub-level approach) of how you will meet each objective, which areas of the business must be involved, the resources you might need and an estimate of associated cost (where applicable).

For example, under the heading or objective "*Identify and document current processes*", an approach should detail:

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- How you plan to do this
- Who you will consult
- How the consultation will take place
- Whether you need help to do this
- Whether you need a budget for this.
- What the end product will be.
- What the risks to achieving this are.
- What the issues and/or dependencies are.

Conclusion

A business approach must be clear enough so that it can be understood at all levels of your business. It must say clearly what your intentions are with regards to implementing the related strategy.

If you begin without a detailed and agreed approach, you will find the business unprepared for you and unclear about exactly what you need from them and when. This will affect your objectives and you will not be able

to complete your implementation according to your project plan.

The [June 2005](#) issue of Commentary contains basic guidelines on structured project or programme planning and covers Step 3: Develop your detailed plan.

If you would like more advice or guidance, please e-mail info@amosbutler.com or telephone 0845 125 9612 to speak to a Senior Business Analysts.

Disclaimer

The information provided above is not comprehensive and should, therefore, only be used as a guide. If you would like more detailed guidance or an initial talk with one of our analyst, please call +44(0) 7960 588 834 or e-mail info@amosbutler.com.

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