

IbisSoft AB, Box 19567, 104 32 Stockholm
www.ibissoft.se
 Epost: info@ibissoft.se
 Telefon: 08-151010

A³ method: Assess-Adjust-Apply

Problem

Introduction of a new IT system in organization is a complex process with significant risks of delays and even a failure. Having a good system does not automatically guarantee its problem-free introduction into operational practice. This is especially true for systems that support new ways of working not proven in the organization before. Typical examples of such systems are Customer Relationship Management Systems, Enterprise Resource Planning Systems, Group Support Systems and Business Process Management Systems. There are a number of practical recommendations on what is needed to successfully accomplish an introduction project, like engage management, train personal, etc. What is missing, though, is an answer on what to do when an introduction processes went not exactly according to the plan. Even if we made some mistakes, we cannot start afresh from the very beginning.

Solution

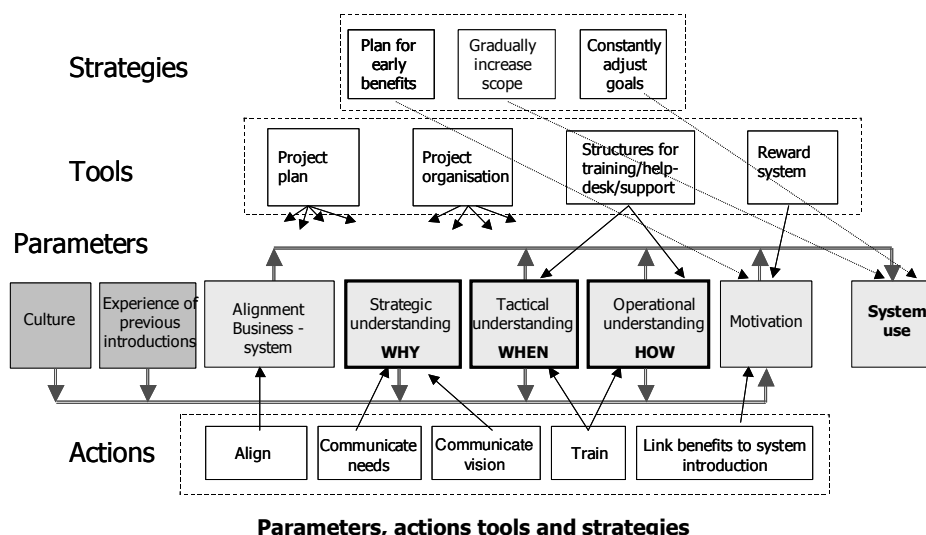
A³-method was especially designed to answer this question. A³ stands for Assess-Adjust-Apply, and this method can be applied at any point of an introduction process. It can be applied from the very beginning, or in the middle of a not so far successful introduction.

which the new plan is applied to monitor the introduction process. The loop assess-adjust-apply-assess... is repeated until the desired level of system use is achieved.

The most important parameters to measure, except the actual use of the system, concern the level of understanding the system reached by its users. The successful introduction cannot be achieved unless all end-users have got clear answers on three basic questions: **Why**, **When** and **How**. *Why*, means why the system has been commissioned and installed in the first place, and what problems it is meant to solve. What the organization will gain from it? How each user might personally benefit from its introduction? *When* means in what situations the users should use/not use the system. *How* means in what ways they should use it technically, e.g. what buttons to press, or what menu choices to make.

Means

What to do when the values of some parameters are too low? There are a number of means to change the values of such parameters, which can be roughly classified into three categories: actions, tools, and strategies. Actions describe what you can do to change the values of parameters. Tools are things that can help throughout the whole introduction process (and even beyond it), while strategies shows how the



The method is based on the periodical assessment of the current situation based on a number of parameters that can be measured through specially designed questionnaires and interviews, as well as analysis of system logs (if any). The goal of the assessment is to understand what has been achieved so far in the process and what is missing. Based on the assessment, adjustment of the plan is performed, after

tools should be formed (e.g. a plan) and in what order actions should be applied.

What you get

A³ method provides a flexible framework for understanding and monitoring an introduction process in a complex organizational environment.