

## The Issues List

### Business change in bad times

Like me, you may be sick if the sight of Robert Peston and hope the words 'credit crunch' disappear as quickly as they arrived but the truth is, these are stunningly difficult times. Just twelve months ago if you had suggested our financial institutions would be on their knees and the government would be taking massive fiscal risks to reinvigorate the economy, you would have been thought of as the David Icke of the economic world.

For the first time for a decade, businesses are having to rescue themselves from disaster rather than take advantage of a booming economy. A different reason maybe, but just as compelling a reason to introduce business change to your company. And with more to lose, its more important than ever to get it right and make change happen on time and on budget.

So we are hoping that our new publication, 'Fail to Plan, Plan to Fail - How Project Management Can Change Your Business For The Better', is a timely source of guidance and advice for small businesses who are faced with this dilemma. It describes how a project management approach can make this change as smooth and efficient as possible, by setting the right goals, building the right team and doing the right things. And if you need more help, it tells you where to get help and who to ask.

For more information about the book, (and hopefully to purchase it as well!) please visit [www.failtoplanplantofail.com](http://www.failtoplanplantofail.com)

Really free, really free, really really free! Just click [here](#) and the first 3 to respond will get a copy each, with our compliments

### Life and Death Project Management

We all hope that what we do is important and has some lasting benefit for ourselves, our companies or the community we work in. But recently, I was lucky enough to hear a project manager talk about his work which makes what most of us do pale into insignificance.

Chris Cattaway leads a group called PM4NGOs that are seeking to improve the project management skills of disaster relief team leaders within non-governmental organisations (NGO's) worldwide. Astonishingly, less than 1% of staff who are expected to lead teams have any formal PM qualification and so Chris' group are putting training and coaching plans together to rectify this and ensure relief is delivered effectively and meets the needs of the victims.

To see Chris' touching photos of his work with victims of the recent cyclone in Myanmar on behalf of Oxfam gives a whole new meaning to 'benefits realisation' and made me realise that ROI is important but for some project managers, meeting requirements really is a matter of life and death.

### November 2008



### **"Fail to Plan, Plan to Fail" - our new publication**

#### PMI

As part of our strategy to build better links within the project management community, we recently joined PMI (the Project Management Institute).



With more than 265,000 members in over 170 countries, PMI is the leading membership association for the project management profession.

In addition, it offers the prestigious PMP (Project Management Professional) accreditation that we were delighted to achieve recently. This recognises the holders project management experience and technical knowledge and ability, and helps to differentiate the professional project manager from the reluctant project manager.

Click [here](#) to find out more about PMI

new meaning to 'benefits realisation' and made me realise that ROI is important but for some project managers, meeting requirements really is a matter of life and death.

Click [here](#) for more details about PM4NGO's and see if you can help make disaster relief more effective



### Can you see what your stakeholders are looking for?

If you enjoyed this newsletter and want to read more, we have now published previous newsletters on [our website](#)

If you didn't and would like us to remove your name from our mailing list please [click here](#)

And if your colleagues or contacts would like to subscribe, we will give away 3 copies of 'Fail to Plan, Plan to Fail' to new subscribers each quarter. Just forward this email and ask them to [click here](#)

Questions or comments?  
Please email [info@sgkconsulting.co.uk](mailto:info@sgkconsulting.co.uk) or call 0845 858 8000

Next issue in January 2009

Regards

*Steve Kirk*

### The Mysterious Business Analyst says...

? *How do I analyse current business processes?*

! Previously, we talked about finding out stakeholders perspectives on problems and solutions and how we could define them. But this only gives an overview and you will have to investigate the needs of your stakeholders in a lot more detail, if you are to come up with a complete solution. Business process mapping is the technique you need to master to help analyse and communicate what you find. In its simplest form, this could be creating a flowchart but there are many variations on this that are useful to you.

? *Why can't I use just one process mapping technique?*

! For the simple reason that no one technique adequately covers all eventualities. Just as you would need more than one tool to put up a shelf, so you need a number of techniques to describe a business process. In fact, the danger is that you can get bogged down in trying to decide which technique to use, so I like to use these techniques in a consistent way so that business requirements are described in one way, user requirements in another and functional requirements in a third.

? *There are more than one type of requirements?*

! Yes. Its pretty much standard practice to talk about three level of requirements. **Business requirements** are the reason *why* you are making the change and relate back to the strategic direction of your company. **User requirements** are *how* you are going to use the new system or process you are introducing. And **functional requirements** are *what* features and functions you will need to be able to carry out these processes.

If you would like a FREE copy of our new booklet, 'The Mysterious Business Analyst', please click [here](#)