

How to identify a mediocre approach – Eg 3







Imagine that you use (or want to use) the following approach to strategic planning

	Why	How	What	Who	Where	When
Contextual	Goal List	Process List	Material List	Organisational Unit & Role List	Geographical Locations List	Event List
Conceptual	Goal Relationship	Process Model	Entity Relationship Model	Organisational Unit & Role Relationship Model	Locations Model	Event Model
Logical	Rules Diagram	Process Diagram	Data Model Diagram	Role Relationship Diagram	Locations Diagram	Event Diagram
Physical	Rules Specification	Process Function Specification	Data Entity Specification	Role Specification	Location Specification	Event Specification
Detailed	Rules Details	Process Details	Data Details	Role Details	Location Details	Event Details

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Diagnosis 1

	Why	How	What	Who	Where	When
Contextual	Goal List	Process List	Material List	Organisational Unit & Role List	Geographical Locations List	Event List
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Physical	Rules Specification	Process Function Specification	Data Entity Specification	Role Specification	Location Specification	Event Specification
Detailed	Rules Details	Process Details	Data Details	Role Details	Location Details	Event Details

View	Step	Deliverable	Class	Mitigation
Data	Ballpark view	List of things important to the business		Too implicit
	Business model	Semantic model		
	System model	Logical data model		Prev 2 mediocre
	Technology model	Physical data model	Irrelevant- last deliverable was pointless	
	Detailed representation	Data definitions		
	Functioning system	Data definitions		
Function	Ballpark view	List of processes the business performs		Too implicit
	Business model	Business process model		
	System model	Application architecture		Prev 2 mediocre
	Technology model	System design	Irrelevant- last deliverable was pointless	
	Detailed representation	Program		
	Functioning system	Function		
Network	Irrelevant as previous 2 ballpark views were pointless			
People				
Time				
Motivation				

Conclusion: Find a better approach

How to identify a mediocre approach Eg 3 - Explanation

	Why	How	What	Who	Where	When
Contextual	Goal List	Process List	Material List	Organisational Unit & Role List	Geographical Locations List	Event List
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Why is it pointless?

1) Column 1 – Data

- 1) Ballpark view. To provide a list of things that are important to a business. Usually done though brainstorming. Far too implicit. Hence mediocre
- 2) Business data model. The relationship between goals. If the deliverables from the previous step was implicit so too are these. Hence mediocre
- 3) System data model. These include rules and logical database design. Not only are these implicit but the fact that the last 2 steps delivered mediocre results means that this step is pointless
- 4) Finding deliverables for the remaining steps are pointless

2) Column 2 – Function Assuming another group of consultants are working on this column in parallel. Their efforts would be pointless

- 1) Ballpark view – To provide a list of processes that are important to a business. Usually done though brainstorming. Far too implicit. Hence mediocre
- 2) Business process model – The relationship between processes. If the deliverables from the previous step was implicit so too are these. Hence mediocre
- 3) System process model. These include process diagrams. Not only are these implicit but the fact that the last 2 steps delivered mediocre results means that this step is pointless
- 4) Finding deliverables for the remaining steps are pointless




3) Column 3 – Network – Irrelevant step as too many pointless previous steps

Conclusion: Find a better approach

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Final Diagnosis

	Why	How	What	Who	Where	When
Contextual	Goal List	Process List	Material List	Organisational Unit & Role List	Geographical Locations List	Event List
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Logical	Rules Diagram	Process Diagram	Data Model Diagram	Role Relationship Diagram	Locations Diagram	Event Diagram
Physical	Rules Specification	Process Function Specification	Data Entity Specification	Role Specification	Location Specification	Event Specification
Detailed	Rules Details	Process Details	Data Details	Role Details	Location Details	Event Details

View	Step	Deliverable	Class	Mitigation
Data	Ballpark view	List of things important to the business		Too implicit
	Business model	Semantic model		
	System model	Logical data model		Prev 2 mediocre
	Technology model	Physical data model	Irrelevant- last deliverable was pointless	
	Detailed representation	Data definitions		
	Functioning system	Data definitions		
Function	Ballpark view	List of processes the business performs		
	Business model	Business process model		
	System model	Application architecture		
	Technology model	System design		
	Detailed representation	Program		
	Functioning system	Function		
Network				
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Conclusion: Find a better approach