Odysseus Implementation Approach

5D and Continuous Improvement

odysseus

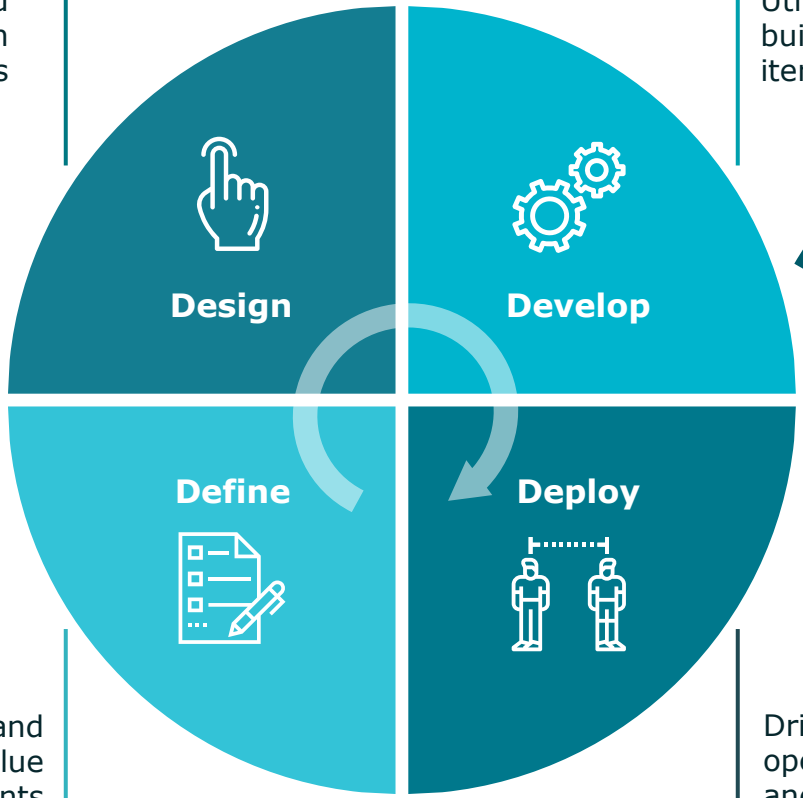
The Odysseus Implementation Approach

Align process, people and tools to design sustainable solutions

Utilize subject matter expertise to build high quality solutions in an iterative way

Discover

Develop a clear vision and build your portfolio roadmap



Continuous Improvement

Build your backlog and prioritize high value requirements

Drive user adoption by investing in operational change management and embed the results

Discover

Identify where to add value and for whom

What?

"Discover" is the process of gathering information from (future) users for new features or ways of working - focusing on users' needs, wants and behavior - so that they feel heard, and their needs are better understood. The objective of this phase is to identify and contextualize (one or more) problems and/or opportunities. This input should ultimately give rise to the generation of ideas or inspiration as to which actions can best address user needs and, at the same time, add the most value to the organization.

Why?

- Ensures that areas where improvement is needed are identified
- Enables open discussion on possible solutions and reduces pushback
- The outcome of the "Discover" phase is that a clear vision (shared ambition) is developed, and an initial roadmap (of improvement areas) created to support this vision

How?

- Perform a stakeholder analysis to identify the most important stakeholders
- Through interviews and workshops discover where the problem areas are, what stakeholder needs entail and which actions can best address these
- Assessments can further be utilized to further support this process and to better understand the baseline situation and desired outcome(s)

Who?

Company representatives
- Project Sponsor
- Process Owner(s)
- Enterprise Architect
- Solution Architect
- Solution Owner

Odysseus team
- Sales and Pre-Sales
- Business Consultant
- Technical Consultant
- OCM Specialist
- BI/Integration Specialist

Define

Refine ideas and provide focus

What?

"Define" is the process of listing all opportunities for improvement and ranking them based on value, strategic fit, regulatory compliance, etc. This – as opposed to picking up all ideas – allows for sifting through all the data from the Discover phase, and elaborating on it. This can mean identifying risks, bottlenecks or resource waste, seeing hidden opportunities, and so on. The necessity of this phase is clear: passing on all your findings can lead to focusing on irrelevant data, increasing the chance of failure in the design/development outcome. Thus, this phase acts as a kind of filter enabling the review and selection of ideas, as well as the rejection of those that are deemed not viable at the current time (but can perhaps later be picked up again).

Why?

- Focus is on *designing the right things*
- Provides a basis for creating a ranked list of all initiatives to be undertaken in the (near or later) future and so gives more detail to the roadmap
- The outcome of the "Define" phase is a backlog with prioritized initiatives

How?

- Through intensive stakeholder involvement, proposed initiatives are elaborated on, categorized and prioritized
- Requirements are defined and then translated into concrete user stories, which describe what the outcome should be and why it is required
- A pre-defined set of user stories can be useful to support this process

Who?

Company representatives
- Project Sponsor
- Project Manager
- Process Owner(s)
- Enterprise Architect
- Solution Architect
- Solution Owner
- BI/Integration Specialist

Odysseus team
- Business Consultant
- Technical Consultant
- Scrum Master
- OCM Specialist
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Design

Drive business outcomes

What?

"Design" is the process of designing ways of working and supporting tool functionalities which drive business outcomes and support the people working with it. Where at the beginning of the Define phase, we start exploring many different directions to finally select the most promising ideas, we now focus on giving form to a simple prototype or a mockup of the proposed solution(s). This phase is narrowly intertwined with the Develop phase, and in fact, both are carried out as an iterative process: prototypes are designed, developed, demonstrated, tested and refined, until the solution is deemed satisfactory for the most important stakeholders.

Why?

- Focus is on *designing things right*
- Aligns process, people and tools to design sustainable solutions
- Enables designers to further refine their ideas
- The outcome of the "Design" phase is that all stakeholders agree on the solution direction: this is it, this is what we should be doing!

How?

Iteratively:

- Design, create and demonstrate a prototype of (parts of) the final solution (in two-week cycles/sprints, for example)
- Refine the prototype until the solution is accepted by stakeholders and seen as a "potentially releasable product" (a deliverable that adds value in its own right)

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Develop

Deliver faster

What?

"Develop" is the process of creating new capabilities with a large value contribution and as limited waste as possible. Develop with the end user in mind and peer test along the way achieving a high level of 'first time right' output that delivers value to the organization quickly. This stage is the start of the actual development process, the concrete making of the solution to the problem defined in the previous phases. The Develop phase involves a lot of multi-disciplinary work – putting the designers together with partners, such as engineers, developers or other departments that have expertise needed in the project, enabling direct resolution of issues and shorter delivery cycles.

Why?

- Enables faster delivery and speeds up benefit generation via "show and tell"
- Helps in quick problem solving through creation of a multi-disciplinary team
- The outcome of the "Develop" phase is a (sub)product that is good enough for use and adoption

How?

Iteratively:

- Design, create and demonstrate a prototype of (parts of) the final solution (in two-week cycles/sprints, for example)
- Refine the prototype until the solution is accepted by stakeholders and seen as a "potentially releasable product" (a deliverable that adds value in its own right)

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Company representatives

- Project Sponsor
- Project Manager
- Process Owner(s)
- Enterprise Architect
- Solution Architect
- Solution Support (OPS)
- BI/Integration Specialist

Odysseus team

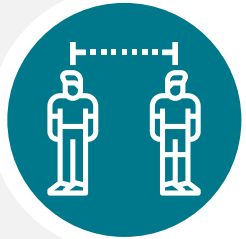
- Business Consultant
- Technical Consultant
- Scrum Master
- OCM Specialist
- BI/Integration Specialist

Deploy

Get everyone onboarded with the change(s)

What?

"Deploy" is the process of releasing new functionalities or ways of working to the end-users, thereby making sure the right level of adoption and embedment within the organization is achieved. This includes creating any "marketing" or promotional activities to stakeholders (think communication via newsletters or internet, roadshows, etc.), as well as end-user deployment tasks such as creating supporting documentation and providing training. By handing solutions over to the responsible people, this phase also leads to (process/system) ownership in the organization and provides a basis for further improvements.



Why?

- Enables better user adoption through investment in operational change management
- Embeds results to drive future improvements in the organization
- The outcome of the "Deploy" phase is end users who successfully fulfill their roles in the new/changed process

How?

- In the 5D Approach, stakeholders and users are engaged from day one
- Utilize positive stakeholders as ambassadors to stimulate change within the organization
- To further increase end-user adoption, training and communication activities can be undertaken

Who?

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- Enterprise Architect
- Solution Architect
- Solution Support (OPS)
- BI/Integration Specialist

Odysseus team
- Business Consultant
- Technical Consultant
- Scrum Master
- OCM Specialist
- Trainer
- BI/Integration Specialist

Continuous Improvement

Optimize processes and supporting tools

What?

"Continuous Improvement" is the process of ongoing validation of ways of working and tool capabilities in order to improve them when needed. Identified areas for improvement are approached in the same way as the original initiative thus: Discover, Define, Design, Develop and Deploy. Use a roadmap and backlog to validate what the ambition is and what priorities have been set already. Continuously update the roadmap and backlog (including priorities) if applicable.

Why?

- Provides moments for review (value monitoring or roadmap validation for example) and enables new generation of new ideas for change
- Empowers process owners to drive continuous improvements and maximize the outcome

How?

- Evaluate results and gather potential improvements (in line with the roadmap) in order to create or recalibrate the backlog
- Go through the 5D's again to develop and deploy the new and improved solution

Who?

Company representatives
- Process Owner(s)
- Enterprise Architect
- Solution Architect
- Solution Owner
- Solution Support (OPS)
- BI/Integration Specialist
- Subject Matter Experts
- External supplier(s)

Odysseus team
- Sales and Pre-Sales
- Business Consultant
- Technical Consultant
- OCM Specialist
- BI/Integration Specialist