

Talking Business
from
SFRD Services

Your **big** project

Avoid the **mistakes** of others

Part 7
Listen

Listen is probably one of the hardest parts

- **After all you are sponsoring the project** – so you believe that people should listen to you
- You're **high up** in the organisation – so you think **you must know everything** there is to know!
- **You must understand that people who say 'things are different in this country'** – aren't good listeners and also it usually isn't true

Listening during the development of Best Practice

- This was the **best opportunity for the individual businesses** to help in the identification and definition of Best Practice – **I hope your core team listened**
- Your **project team** (business and IT) **must listen to your Best Practice team** when you're defining the scope
- You all must **listen to those who have been through this before:**
 - Your **consultants for an external view**
 - During implementation – Country B must listen to the experiences of Country A so that the lessons are learnt and not wasted

Local businesses must listen carefully

- To understand that **this supports the ‘new way’**
- The system makes the new way **easier to operate**
- The **Why**
- The **How**
- **No deviations**

SAP Business Warehouse – US – 2001 to 2002

- For: global chemical company with large customer base

Purpose:

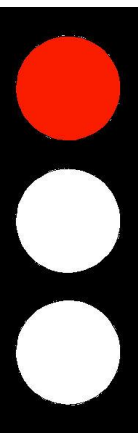
- Move from SIS to SAP BW for reporting for every country

The solution:

- Implement SAP BW based on requirements for reporting in line with global best practice

Bad:

- I didn't have the required 'street cred' in that country
- Project team not interested in the global angle
- Many issues with their larger SAP project



Why did it go so wrong

- **Isolationist** – why should we ask? We know best!
- **Lack of knowledge** – changes made that affected others negatively because they didn't talk to those who'd gone before
- **Revolutionary new ideas not discussed** – ultimately completely unsuited to the business
- **Mis-use of data fields** leading to confusion and sub-optimal operation
- **Macho attitude** – even when the disaster arrived
- **Afterwards** – 'we're in a mess, what should we do...? But please remember we can't change anything

As non-gated crossings say on the railway

- **STOP**
 - **LOOK**
 - **LISTEN**
- And then you may have success!



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A series of talks produced by



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