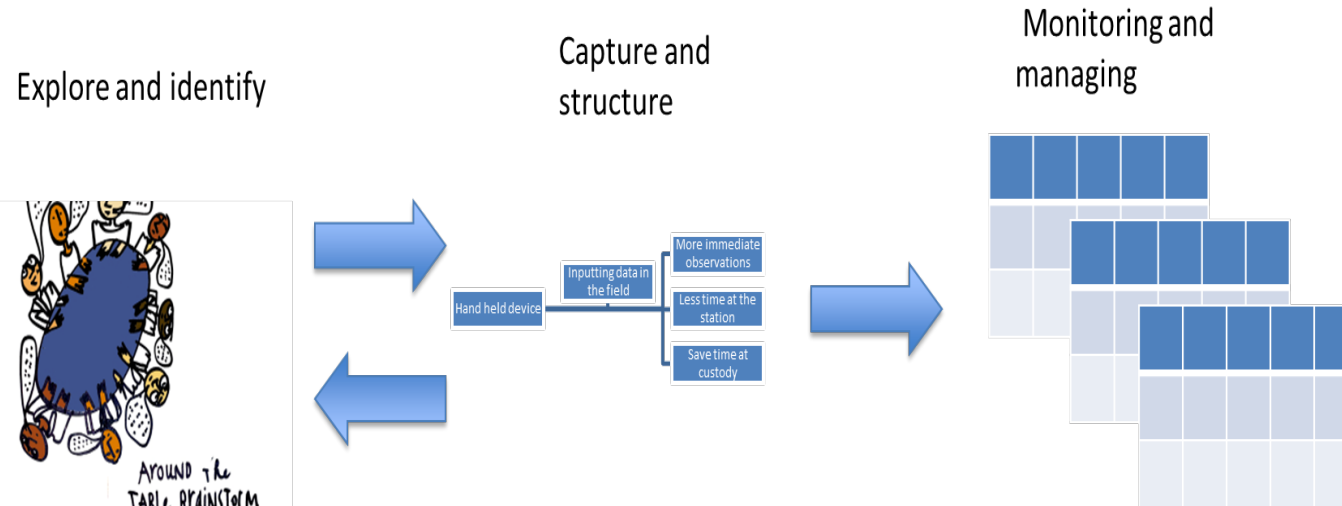


# Benefits Identification

How do you use it?

Why is it useful?

# Benefits Identification



# Technological indeterminacy – the impacts a technology might have on a business are not necessarily obvious

## **Technology hubris**

- machines that appeared valuable end up 'sitting in a corner' (Large UK company)
- apparently automated AI driven platforms end up requiring huge numbers of humans to correct their mistakes (Amazon, Netflix)

## **Unintended negatives**

- technologies change the way services are delivered (not always for the better).
- mobile phones for police officers threatened their situational awareness (unlike radios)

## **Politics**

- The impact of new technologies reverberate up through organizations altering, fragmenting and even removing roles. They demanding new skills, transferring power and salaries
- (e.g. scanners replacing xrays increased the knowledge and authority of technicians and removed it in from radiologists).

# Dialogue based tools: Better decision making and culture change

- Flexible, open and democratic companies (i.e. decision making is distributed)
  - respond more quickly to technology change
  - get stronger buy-in around decisions
  - exploit technology more effectively once adopted.
- Confidence underpins adoption decisions
  - firms will adopt digital technology more readily if they are confident about the benefits
  - decision support tools have a role to play in this

# Five levels of stakeholder participation:

1. information: explanation of the project to the stakeholders
2. consultation: presentation of the project to stakeholders, collection of their suggestions and decision-making that may or may not take their input into account
3. **collaboration: presentation of the project to stakeholders, collection of their suggestions and decision-making that takes their input into account**
4. co-decision: cooperation with stakeholders towards an agreement for project's solution and implementation

(Reed, 2008). Luyet et al.  
(2012)

# Wicked-problems and social messes

- accommodate **multiple alternative perspectives** rather than prescribe single solutions
- function through group **interaction and iteration** rather than back office calculation
- generate **ownership of the problem** formulation through transparency
- facilitate a graphical (**visual**) **representation** for the systematic, **group exploration** of a solution space
- focus on **relationships** between discrete alternatives rather than continuous variables
- concentrate on **possibility** rather than probability

Source: What's the problem? An introduction to problem structuring methods, J. Rosenhead, Interfaces 26(6):117-131, (1996).

## So in a nut-shell:

- BI **brings together** personal from across the organization (operations, R&D, management team, HR, accounting, sales)
- facilitates **sharing** knowledge and insights through **visual mapping**
- **identifies** required organizational changes, identifies problems that need solving, identifies likely pitfalls.

## Section 2: Setting up and running the workshop



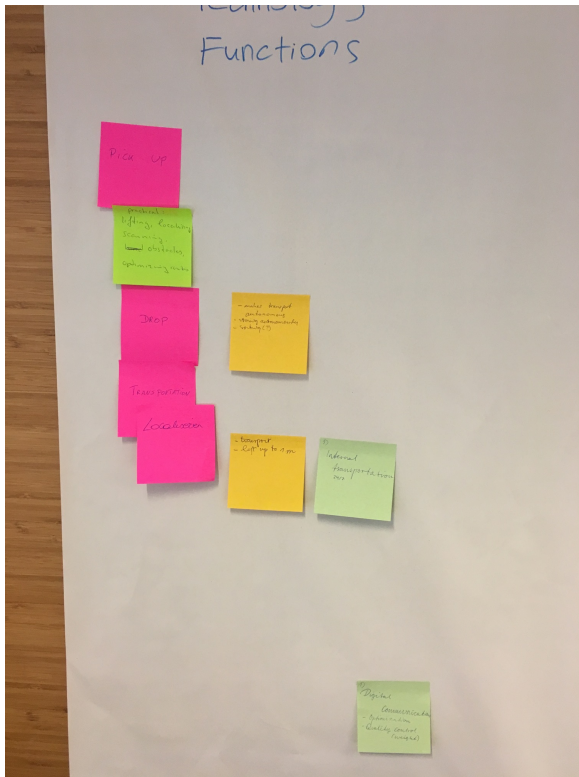
# Setting up the workshop

- **Visual tools and materials required:**
  - The organization should provide a room and whiteboard (unless online)
  - Post-its
  - Pens for post-its and the whiteboard
- **The organization should prepare by:**
  - Identify the technology they want to talk about (ideally do some research)
  - Ensure that the organization is fully represented at the workshop
- **Organizing the workshop**
  - Allow staff to form groups in accordance with their own allegiances and interests.

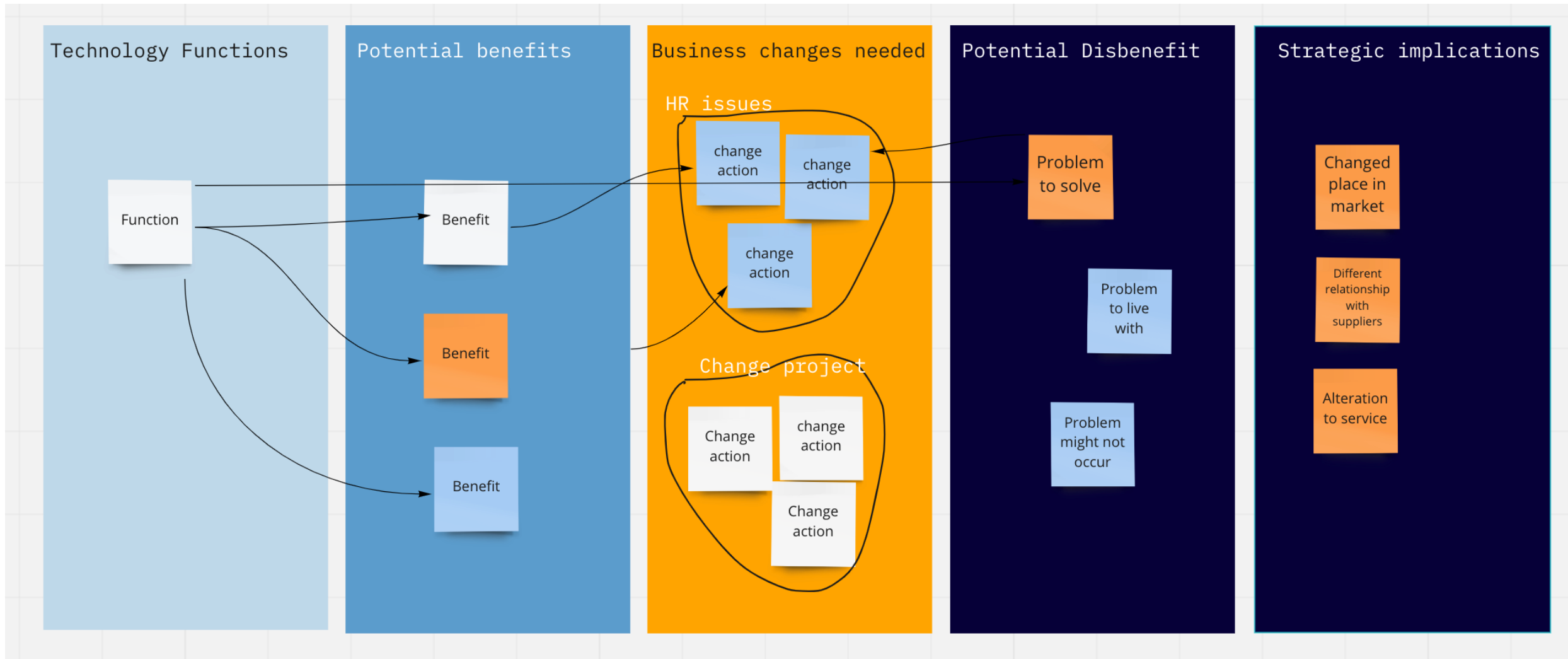
# Workshop Process



# Workshop Process (In-person)



# Workshop Process (Online Miro Board)



# Workshop process (continued)

- The workshop should create a series of structured group discussions and feed-back sessions
- Feed-back is visually represented as a map that emerges left to right
- Key tasks are:
  - Recognizing and understanding benefits and disbenefits of the new technology;
  - Visualizing the **relationships** between the technology and the organization
    - Principally the broader organizational changes related to the new technology;

# Maps need to be structured (left to right) and visible in real time to workshop participants

- They emerge through dialogue;
- They can be added to at any point, new branches added and explored;
- Require a facilitated workshop, all relevant staff;
- Process could take half a day or more;
- Participants can discuss in groups before the map is started.



**Create a Central Question to focus the discussion:**

‘What would happen to your company if it introduced driverless warehouse vehicles in the next two years?’

# Stages of benefits realisation analysis

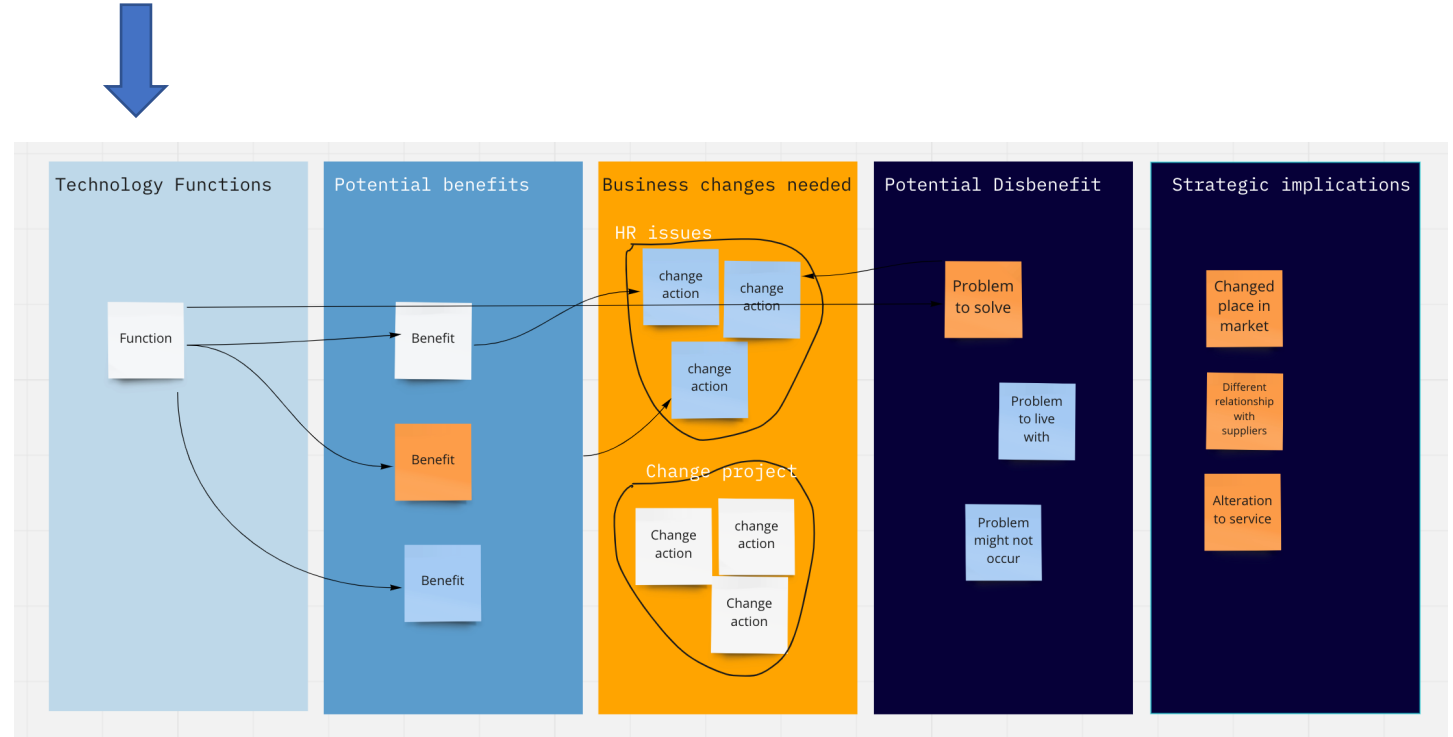
- **Phase 1:** Technology functions;
- **Phase 2:** Potential benefits;
- **Phase 3:** Business changes needed;
- **Phase 4:** Potential disbenefits;
- **Phase 5:** Strategic benefits.



# Phase1 – Technology Functions

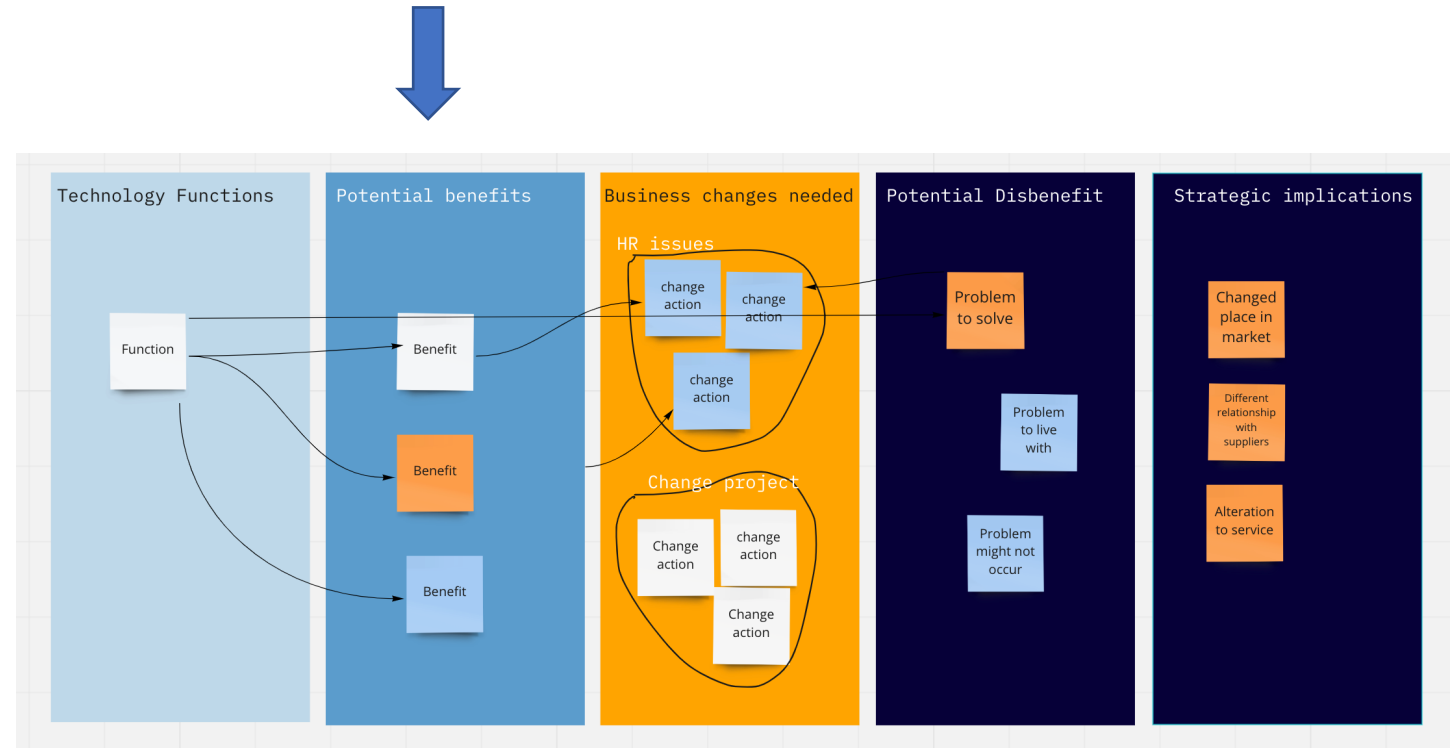
## • Unpacking the technology

- What does the **technology do**?
- What are its **functions**?



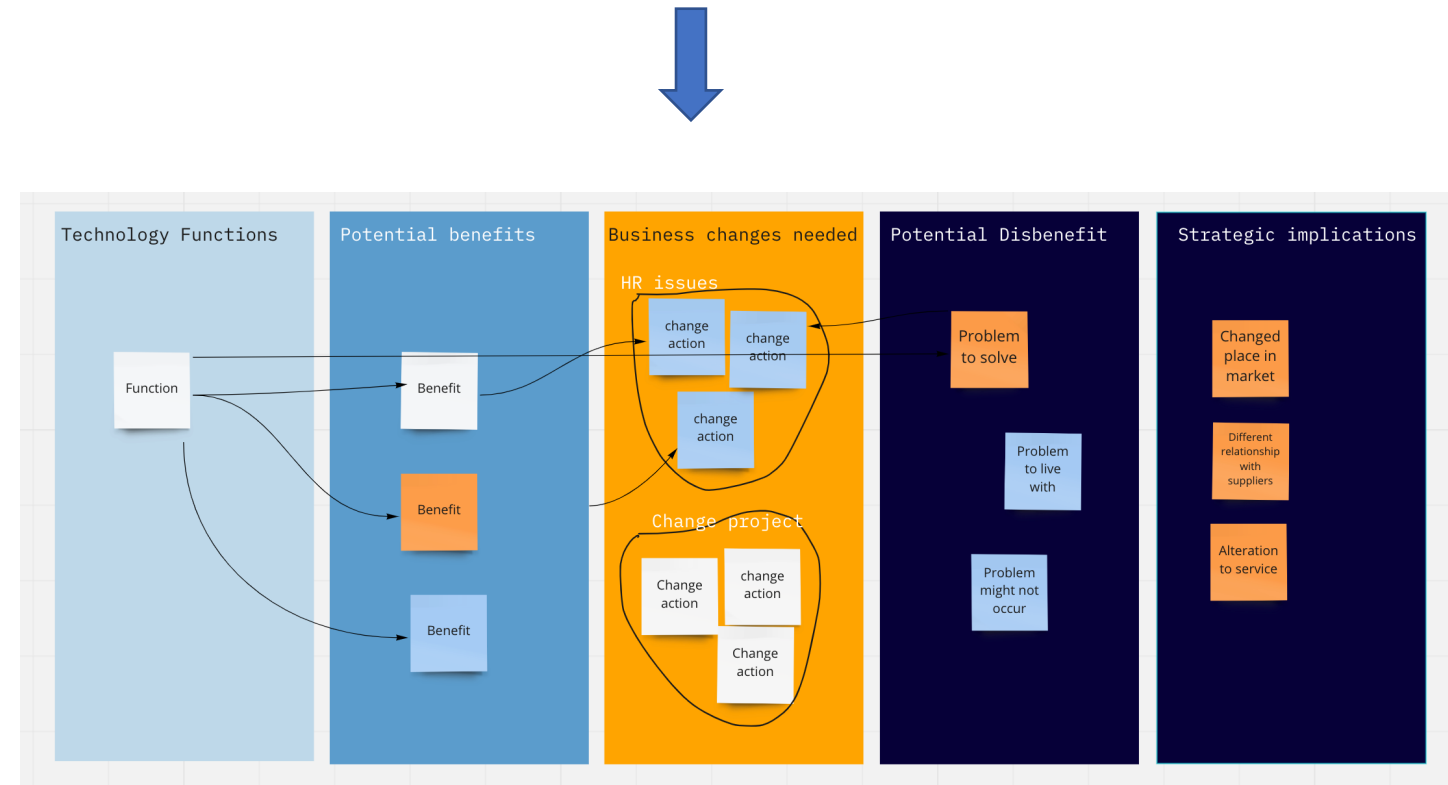
## Phase 2 – Potential benefits

- **What the technology means for the enterprise:**
  - What are the likely **benefits** of what the technology for the organization?



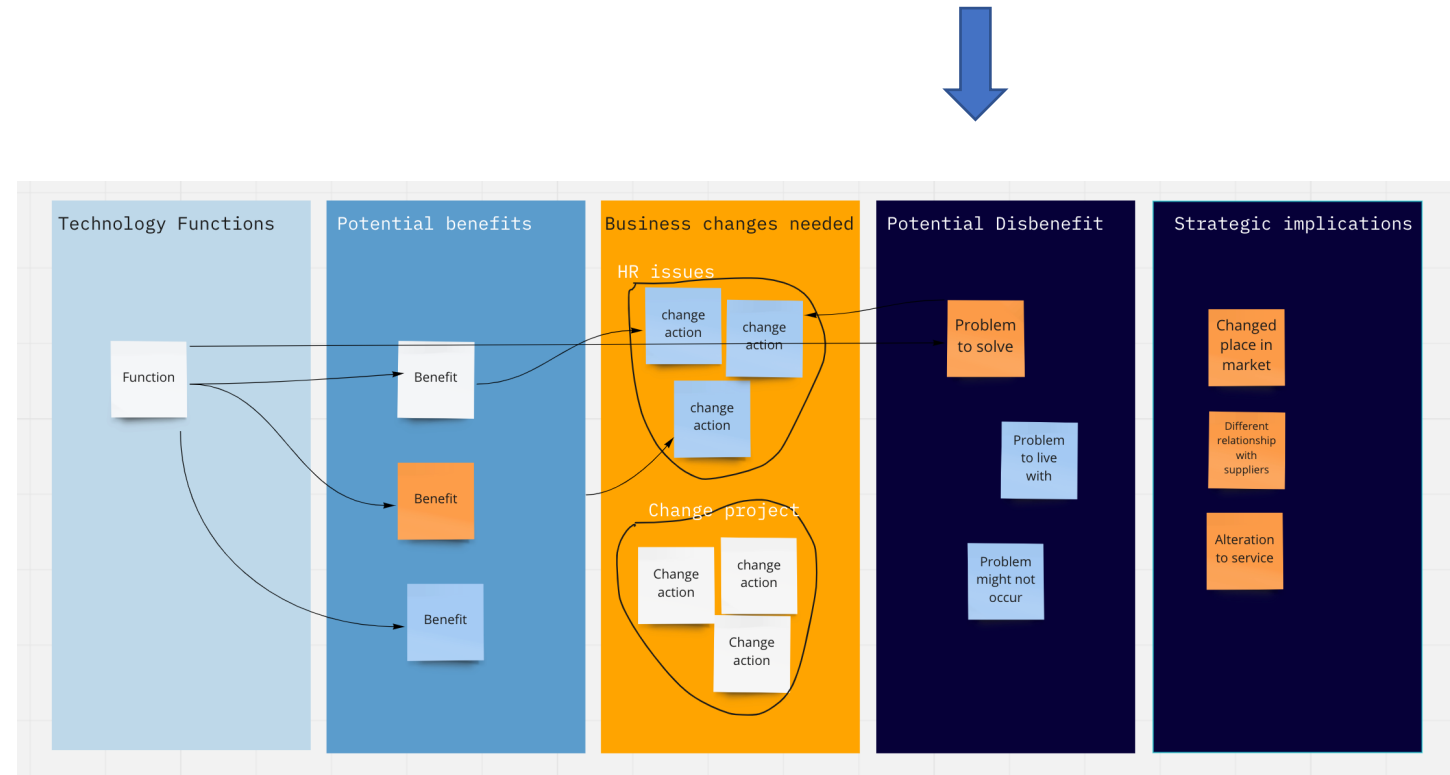
## Phase 3 - Business Changes

- What **business changes**/actions are needed to gain the benefits of this technology?



# Phase 4: Disbenefits

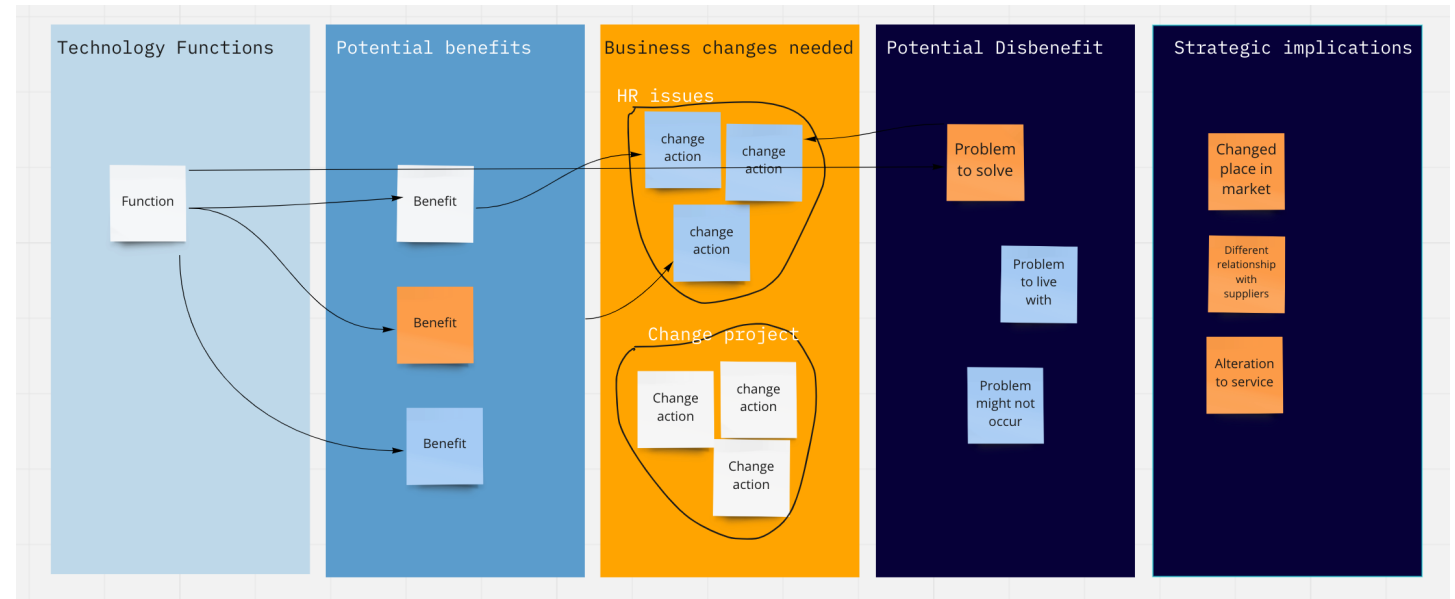
- What are the **dis-benefits**?
  - what negative consequences might the technology have?



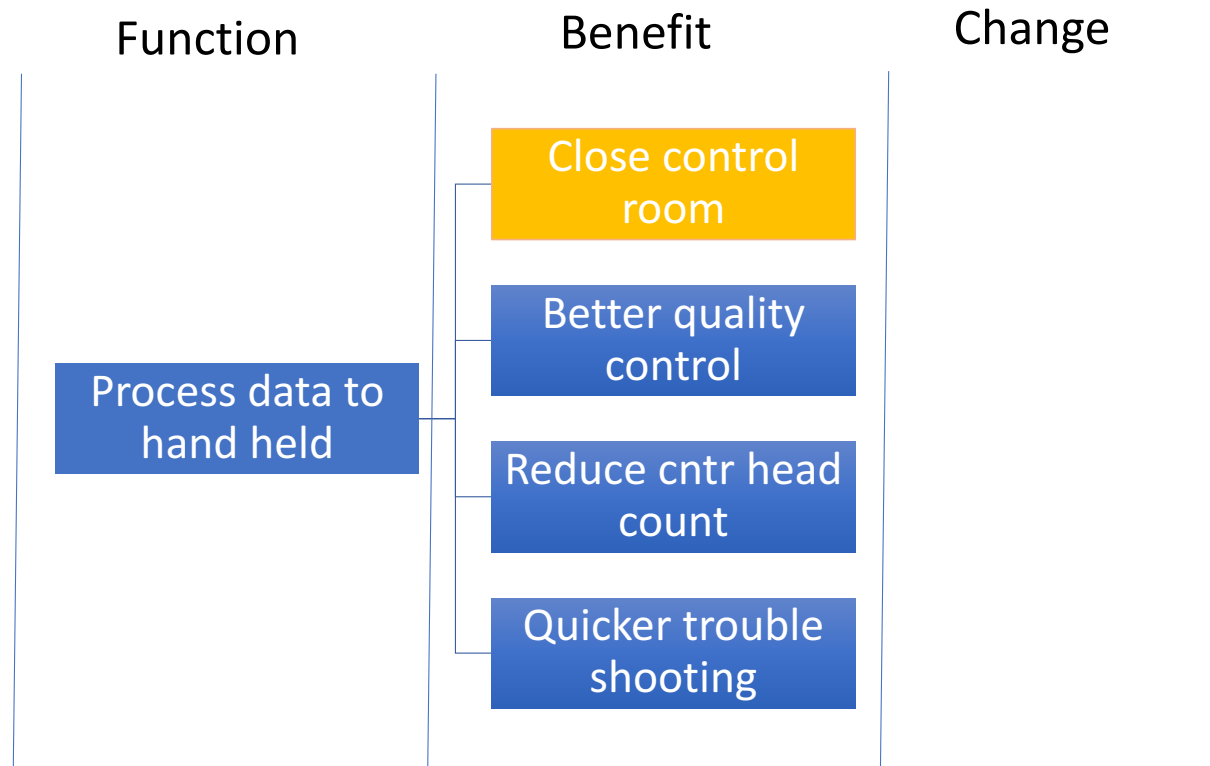
# Phase 5: Strategic benefits;



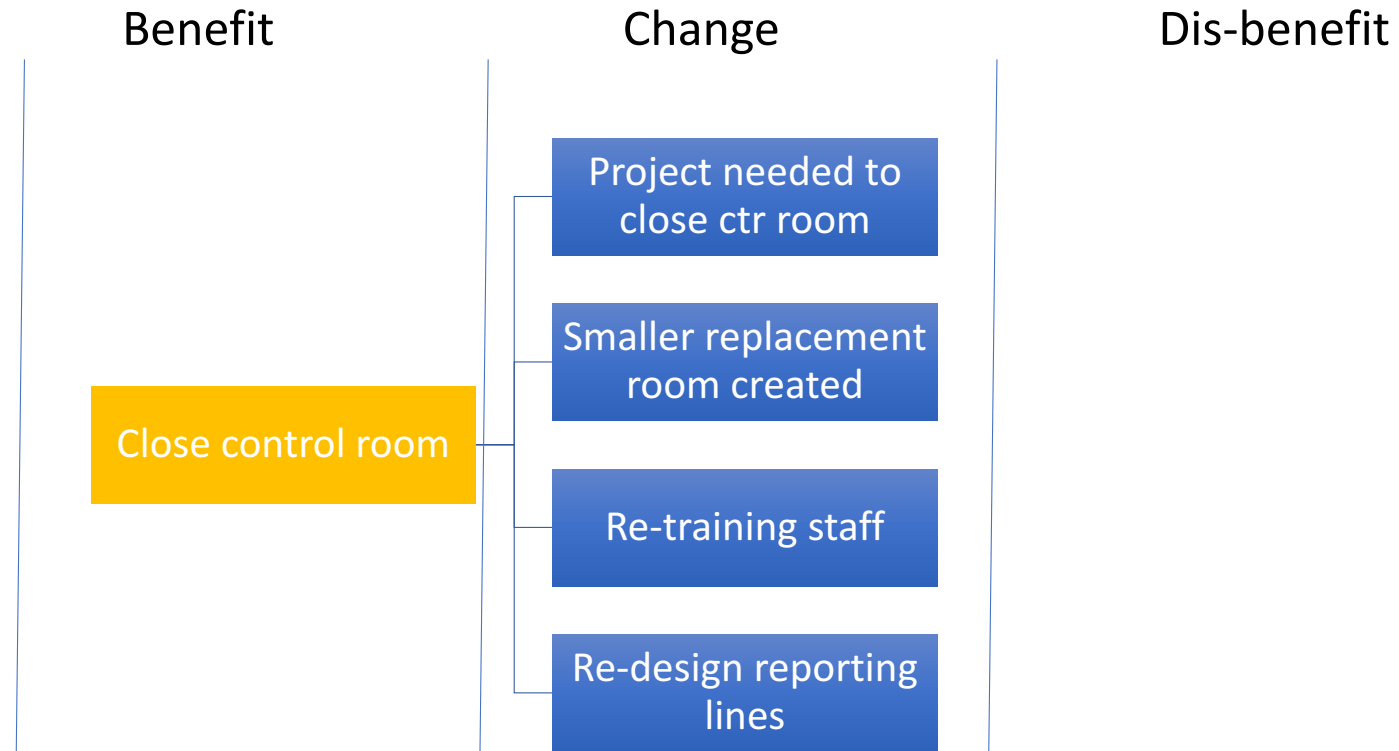
- How do the identified benefits map onto the organization's **strategy and purpose**?
- Do the benefits identified augment the firms existing strategy or point the organization toward new strategies?
  - e.g. new way of delivering the service
  - e.g. change in the nature of the service / product



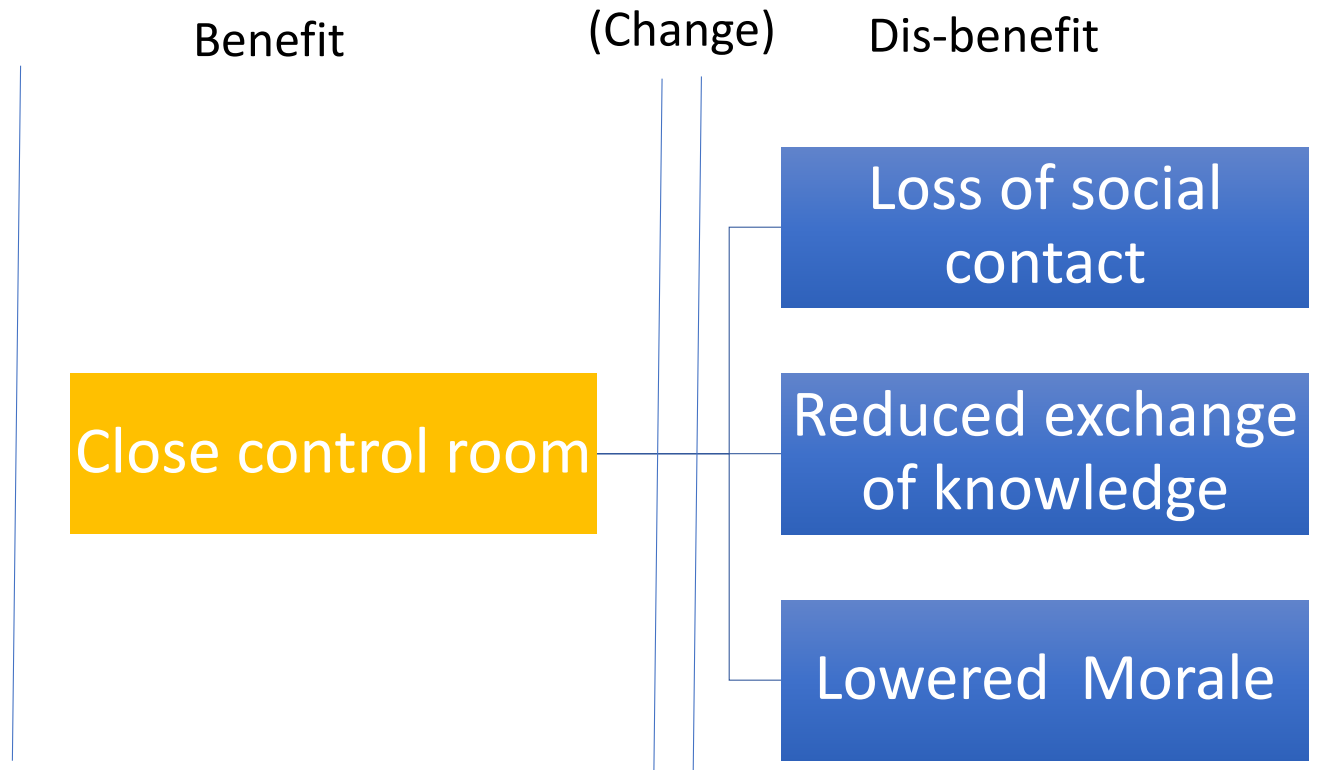
# 1. What are the potential benefits of any given function?



## 2. What are the organizational changes needed to realize the benefits of technology?

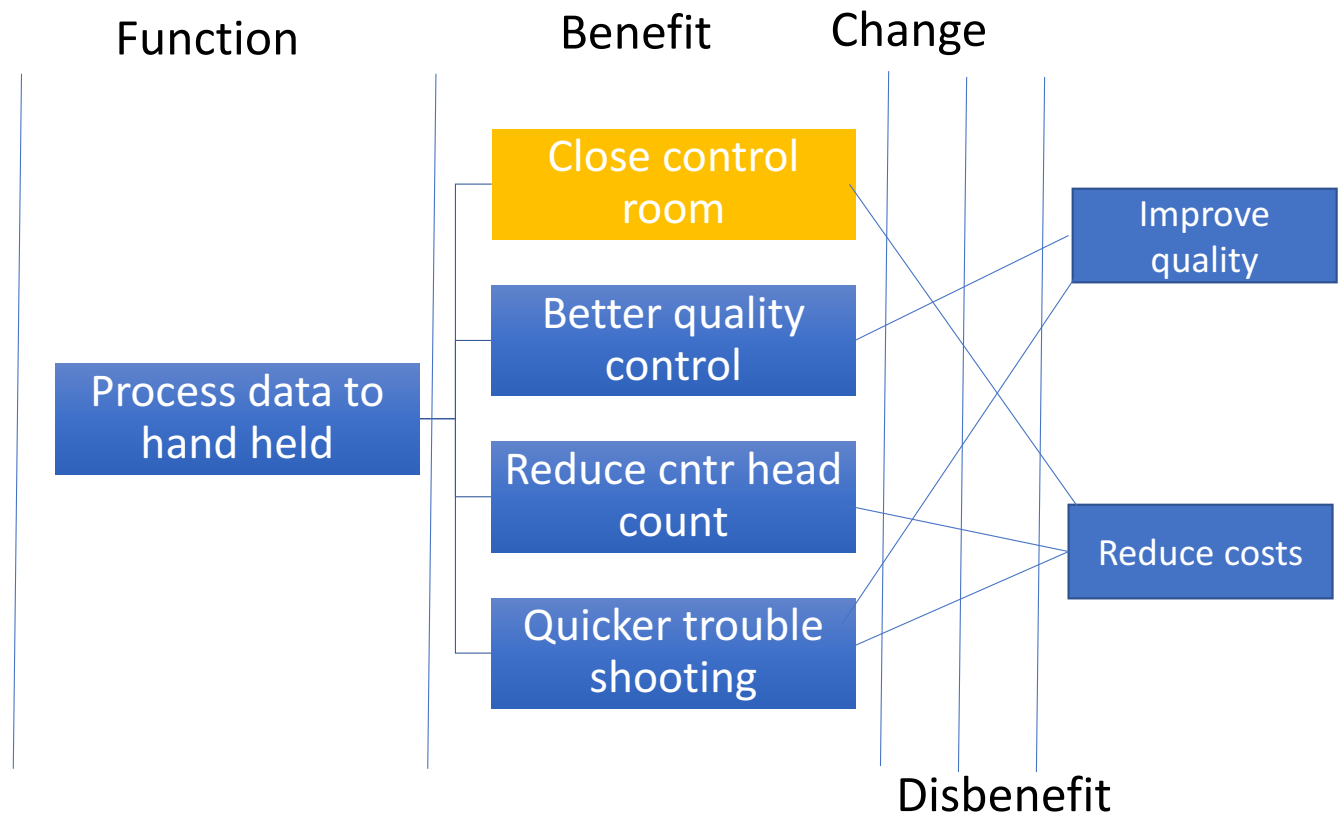


### 3. What are the potential dis-benefits of that change or function?





## 4. Do benefits fit with or even change the organizational strategy?



# To reiterate: Why is this useful?

- Supports the firm's decision-making regards technology adoption
- Increases the firm's confidence in the decisions it is making
- Helps the firm identify the business changes it needs to make to gain *actual* business benefit from the adopted technology
- Helps the firm militate against any negative consequences of the technology
- Builds staff buy-in, facilitates the implementation process.
- Introduces the firm to rigorous decision making and makes planning change easier and more likely to succeed
- Shows the benefits of open, participative and trust-based organizations.