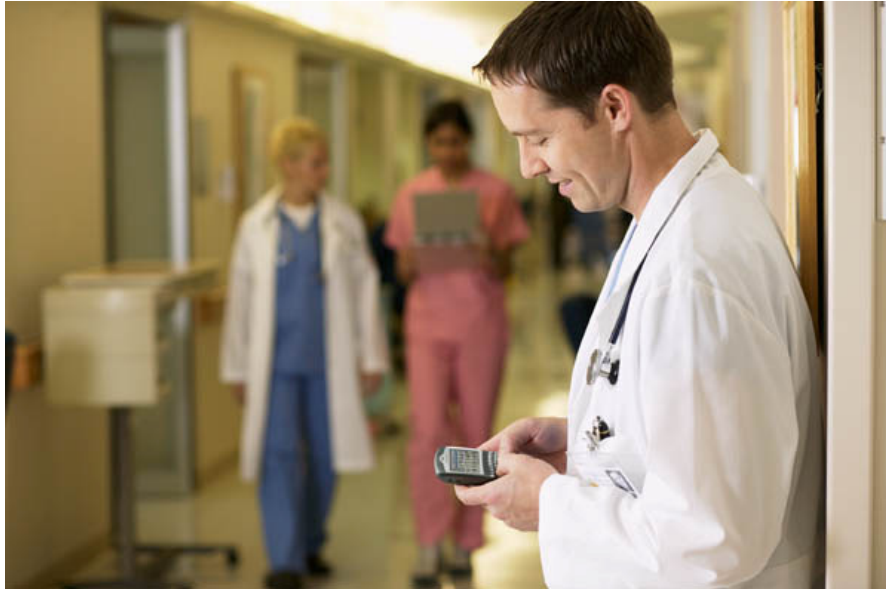




Guide to C-innovate services



C-innovate services guide v1.0

Tel: 01273 704774

Email: info@c-innovate.com



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Services overview

We offer a comprehensive range of human-centred services that are designed to support the development and implementation of mobile technologies. Whether you need half a day's project consultancy, 50 days of comprehensive stakeholder engagement or a package of training for your trainers, we can accommodate your specific requirements.

C-innovate provide five core services as listed below. This document provides details of each.

1. Benefits Realisation – A range of interventions involving your frontline and organisational stakeholders that ensure the benefits of your technology project are maximised and sustained.

2. Frontline and Organisational Benchmarking – Independent benchmarking services that document work practices, organisational processes and stakeholder attitudes, so that changes can be measured and compared throughout the cycle of your project.

3. Requirements Definition – Scoping and defining software and hardware requirements in the context where the new technology is expected to be used. Contextual analysis provides an objective view of 'actual' work practices and user requirements to assist decision making during procurement and development.

4. Evaluation – Of issues including usability, user attitudes, user support levels, work process impact, cultural impact and benefits achieved to identify the degree to which your project has succeeded and areas that require additional input.

5. Project Consultancy – A range of expert services that are designed to facilitate your project team to deliver a user-centred solution, maximise user engagement, identify and solve specific issues and deliver organisational benefits.



1. Benefits Realisation

These services help ensure that the benefits you are trying to achieve with your project are realised. Our goal is to help you achieve benefits from your new technology in the shortest possible timeframe, and then to ensure that these benefits are sustainable and extendable. We provide four types of benefits realisation service:

- **User/Stakeholder engagement**
 - **Champions workshops**
 - **Supervisors workshops**
 - **Managing user groups**
-

1.1 User/Stakeholder engagement

Comprehensive staff engagement has repeatedly demonstrated itself to be one of the most effective mechanisms for maximising user take-up of new technology within organisations. We promote user and stakeholder engagement to encourage buy-in to the project and provide an objective view of the issues that impact on achieving your objectives.

How you will benefit

Effective stakeholder engagement can help ensure that your dominant organisational culture is positive and receptive to the use of new technology. Stakeholder engagement will reduce resistance to change and help to:

- Encourage ownership and buy-in at all tiers of the organisation, avoiding mandated usage
 - Foster positive user adoption and promote novel usage
 - Help ensure benefits are maximised across the frontline and the organisation
 - Highlight potential risks
 - Help identify and activate internal resources for supporting the project
 - Help ensuring that time and resource demanding interventions are minimised
 - Help you to make the appropriate strategic and financial decisions through having a clear understanding of staff requirements
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1.2 Champions workshops

Having a first line of support on-site can significantly improve user confidence and acceptance of new technology. We help you put the appropriate framework in place so that the most appropriate on-site Champions can be identified and prepared for providing informal support and mentoring to their colleagues. We work with your Champions and support staff to develop ideas, define the Champions role and develop a comprehensive support mechanism that will improve the user adoption rate of new technology.



How you will benefit

We help you to identify individuals within your staff teams who can help motivate, mentor and support their colleagues. Champion's networks can support your project by:

- Supporting and encouraging colleagues to buy-in to new ways of working
 - Providing on-going feedback that identifies emergent practices and cultural changes
 - Field testing new applications and associated work method changes
 - Improving communications between the frontline and the organisation
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1.3 Supervisor workshops

Universal buy-in from supervisors provides an excellent route to success, but is often difficult to achieve in practice. Our workshops are designed to engage supervisors in the acceptance and promotion of your new technology and to actively drive the project forward. We also engage in skills transfer with your project staff to enable them to provide supervisors with the most appropriate on-going support and information.

How you will benefit

Our workshops are designed to encourage discussion between supervisors and to begin to get supervisors to take ownership of the change process. We also engage in skills transfer with your project staff to enable them to provide supervisors with the most appropriate on-going support and information. The benefits being that:

- Supervisors are better informed about how the new technology will change work practices for their staff
 - Supervisors show an interest and understand the challenges
 - Supervisors identify a role they can play in the project and begin to identify new work processes
 - The project fully utilises the expertise and experience of supervisors
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1.4 Managing user groups

We mentor your organisation in setting up and running user groups and ensuring groups include a representative sample of system users to advocate the needs of frontline staff during the development and implementation process.

How you benefit

User groups can be very strong advocates of the needs of the system users. We can help you select appropriate participants, set up and run the sessions, and manage the output so that user group feedback is dealt with quickly and effectively. Your user group will provide:



- Early warnings of any 'ground level' issues that could impact on user acceptance of new technology
 - A cost effective way of ascertaining staff's direct experience/issues with using the system and their perspective
 - Improved communications between the frontline and the organisation
 - Ongoing identification of innovative ways to improve system design, increase system usage and streamline work processes
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To find out more about our Benefits Realisation services please call 01273 704774



2. Frontline and Organisational Benchmarking

Benchmarking is used to define work processes and work practices at specific points in time. To demonstrate the degree to which your project has been successful you need to take a benchmark for comparison with future evaluations. To benchmark effectively it is best to collect both quantitative and qualitative data, to give a full understanding of actual work processes and organisational culture.

How you will benefit

- Provides a clear understanding of current work practices and processes, and what needs to be done to improve efficiency and effectiveness
- Provides an independent and objective insight into your users' actual behaviour, attitudes and practices
- Helps ensure you make the appropriate strategic decisions through having a clear understanding of your user community
- Provides a broad understanding of where future investment is most required
- Helps define the requirements for new systems and the evolving requirements for existing systems

What we do

We draw on a variety of quantitative and qualitative methodologies such as surveys, interviews, workshadowing, and process reviews. We focus on identifying what actually happens within organisations (which often is quite different to the defined processes) through conducting components of our research in context.

To find out more about our Benchmarking services please call 01273 704774



3. Requirements Definition

We scope and define the software and hardware user requirements of your proposed mobile system. Through working with your users we identify the system requirements that will enable them to do their jobs more efficiently and effectively. We align these user requirements with the organisational objectives to ensure all stakeholders benefit appropriately from the system implementation.

How you will benefit

Much of our research is conducted in the context where the new technology will be used. Our focus on context helps ensure users of the new system will be able to effectively carry out the specific work processes that have been identified. We provide:

- A user requirement definition that will save you development time and money
- An unbiased solution-independent view of user requirements and potential use in the field
- A clear understanding on the front line requirements and the variations involved in using systems across a number of job roles and locations
- An understanding of the existing work practices and what changes would actually be beneficial and solicited by users - rather than what the organisation perceives as useful
- Independent analysis of the usability of your existing systems and processes

What we do

We draw on a variety of quantitative and qualitative methodologies such as surveys, interviews, work shadowing, and process reviews and a range of methods from the field of Human Computer Interaction such as usability testing, expert reviews, and prototyping. We have considerable experience at working alongside people to gather a range of work practice and work process related data, whilst having minimum impact on their behaviour.

To find out more about our Requirements Definition services please call 01273 704774



4. Evaluation

Our evaluation services show you to what degree you have met the needs of both the users and the organisational stakeholders with your mobile technology project. We collect and analyse a range of quantitative and qualitative information that can be integrated with the data that your systems provide to develop a 360 degree picture of the project.

How you will benefit

We can help you to evaluate a range of issues including usability, user attitudes, user acceptance and adoption rates, the benefits that have been realised and cultural and work practice change. Our evaluation will:

- Identify the degree to which your project has been successful and recommend how to improve
- Provide a clear understanding of how the new technology drives new work practices and processes
- Highlight what the business needs to do to ensure that the emergent work practices can be supported and adopted across the organisation
- Provide independent and objective insight into your users' behaviour, attitudes and practices so that the organisation can respond to any issues that are restricting the achievement of the initial objectives
- Provide a broad understanding of where future investment is most required
- Identify aspects of training or support that need further consideration during the embedding stages of the project

What we do

To conduct your evaluation we can employ a range of quantitative and qualitative methodologies such as surveys, interviews, workshadowing, and process review.

To find out more about our Evaluation services please call 01273 704774



5. Project Consultancy

Our project consultancy services help your organisation to positively engage stakeholders and develop strategies to accelerate the adoption of new technology.

Our consultants are skilled at generating enthusiasm and fostering involvement in IT projects. We have extensive experience of advising and motivating police forces, social service departments, and healthcare providers and of mentoring software/hardware providers to help ensure that new systems are useful and suitable tools for the end user. We provide four types of project consultancy:

- **Project services**
- **Vision development**
- **Training services**
- **Communications services**

5.1 Project services

These services focus on helping project team members to think about and identify all the human behavioural components that can impinge on the adoption of the new technology within their organisation. We work alongside the project managers and project board to provide an objective viewpoint and to encourage innovative responses to emerging issues and work practices.

What we offer:

Short project overview - to help you identify any planning gaps or flag up any issues that may impact on the project

Full project health checks - to assess all the relevant strategies and plans are in place to support effective stakeholder engagement and that the project is on target for achieving the organisational vision and benefits

Project check point sessions - half-day sessions conducted at specific points in time involving the project manager, project team or senior stakeholders to review the progress of the project from a human-centred perspective

How you will benefit

We help the project team think about and plan the user engagement and the human behavioural elements of the project that underpin the adoption of new technology. We provide:

- An independent view of your project that objectively addresses progress and generates discussion and ideas for reaching specific targets



- External management of meetings and discussions with a range of stakeholders with different agendas
 - A broad view of many aspects of the human factors involved in the implementation process
-

5.2 Vision development

This service is designed to foster senior stakeholder involvement and sign up to the project. We facilitate the development of a consolidated vision which can be owned by all stakeholders and easily communicated to the organisation. We help ensure that the vision provides a representative view that easily translates into achievable actions.

How you will benefit

The development and communication of an overarching vision will significantly contribute to the success of the project. It will provide:

- A more consistent understanding of what the project is trying to achieve across the organisation
 - Wider support for the project at all levels and a clear understanding of the support/commitment required from senior stakeholders
 - The identification of internal skills and resources that can contribute to the projects success
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5.3 Training services

We train trainers, provide trainers, review training packages and develop training material for new devices and systems. Our training services focus on positively promoting new systems and empowering both novices and expert IT users to explore new ways of working. We work alongside your trainers to support and mentor them in addressing the challenges that new technology can present.

We can help develop different types of training packages:

- 1. Awareness training** - to advise users what the objectives of the project are and why their buy-in is critical to success
- 2. Device/platform training** - to train users on the device or platform through which they will access your applications
- 3. Application training** - to train users on the applications you are providing

How you will benefit

We independently review your training packages and develop training material for the new devices and systems that you are implementing to help ensure that the learning agendas of both novices and expert IT users will be addressed. We work alongside your trainers to mentor



them in addressing the challenges that new technology can present. Benefits from involving us include:

- Advice on key training points identified by other organisations that have tackled similar projects
 - An independent review of your training programme
 - Training mechanisms to help embed the technology
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5.4 Communications services

We work with your project team to help ensure that the most appropriate communications are delivered at the right times and in the right way so that all the stakeholders' expectations are effectively managed.

How you will benefit

We support and guide the development of user-centred communications strategies to enable you to maintain effective communications with the frontline throughout the implementation and beyond. Our communications services help to:

- Make users more supportive of the project and more understanding of any problems it is experiencing
 - Improve relationships between the organisation and the frontline
 - Reduce information overload
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To find out more about our Project Consultancy services please call 01273 704774







Services planner

Our services are designed to support your project throughout the implementation process. This planner illustrates the services that we recommend to be undertaken at specific stages of your project in order to achieve maximum benefits. The ticks in the planner mean the following:

Three ticks indicates that this is an ideal time to undertake these services

Two ticks indicates that this is a good time to consider these services

One tick indicates that these services will still be of benefit, but it is preferable to consider them at an earlier or later stage

Project stage		Project Consultancy	Benchmarking	Requirement Definition	Evaluation	Benefits Realisation
	Pre-planning	✓✓✓	✓✓✓	✓✓✓		✓✓
	System development	✓✓	✓✓✓	✓✓		✓✓
	Pilot / POC	✓✓✓	✓✓	✓	✓✓✓	✓✓✓
	Roll-out	✓✓✓	✓	✓	✓✓✓	✓✓✓
	Embedding	✓✓✓	✓	✓	✓✓	✓✓✓
	Post-embed / Refresh	✓✓	✓✓	✓✓	✓	✓✓



Our methods

Some of our clients employ us for the methods we use rather than engaging us for a full service package, for example to carry out an electronic survey or to conduct a one off work shadow. The key methods we use are:

Surveys –are an efficient method for gathering a light level of information about a particular topic from a broad cross-section of people, in a relatively short time frame, at a relatively low cost.

Group work - is a cost effective means for exploring and supporting different aspects of organisational growth, learning and change.

Interviews - provide your organisation with a detailed and independent insight into the attitudes and experiences of system users and organisational stakeholders.

Work shadows - provide an objective view of the exact behaviour people engage in during their daily work.

Process review - is ideal for gathering baseline measurements and analysing how organisational processes can be streamlined and developed with the introduction of new technology.

Usability testing - to help ensure your systems are easy to use and fully support the needs of your staff.

Scoping studies - provide an overview of key information relating to specific aspects of your project.

To find out more about our methods please call 01273 704774 or visit our website:

<http://www.c-innovate.com/methods/>