

“The collective desire to do things better is unfortunately rarely matched by the individual will to behave differently. As has been famously said, “Organisations don’t change, people do”. Deep and sustainable organisational change is impossible without individual commitments to changed behaviour, because, “If you always do what you’ve always done, you’ll always get what you’ve always got.” Ergo’s speciality is enabling organisations to turn the desire for improvement into action.”

# Our Approach



## Excellence and Trust

Our approach to enabling business improvement is relational. The work we put into developing relationships of trust enables us to deliver deep transformational change rather than a transactional tweak that moves things momentarily. Alongside this relational orientation is an unswerving commitment to excellence. Our own internal discussions regularly include conversations about simplicity, innovation, the exceeding of expectations and being outcomes-oriented, this internal focus translates into outstanding service quality with our customers.

Marrying these dual commitments of excellence and trust led us to a simple yet powerful methodology. It captures our resolve to (i) understand before being understood, (ii) our determination to offer interventions that shift the momentum and trajectory of business practice toward the desired outcomes, and (iii) the commitment to ensure the transformations are sustainable through empowered leadership. We call it UTE: Understand, Transform, Empower.

## Understand. Transform. Empower.

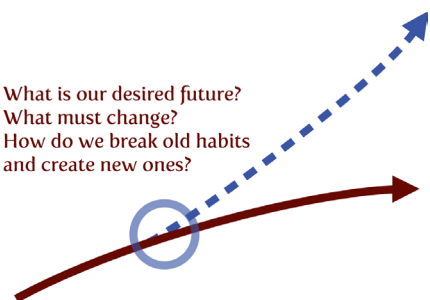
What is the current reality?  
How did we get here?  
Define the rut.



### Understand

We recognise that each organisation is unique in both its people and systems. Therefore, there is no single, off-the-shelf solution or approach that will work for everyone. We believe it is critical for us to gain an understanding of the uniqueness of each business before we can make any recommendation towards designing and implementing a solution. Our experience has clearly demonstrated that the investment in understanding made up front will save time, cost and frustration during the implementation stage.

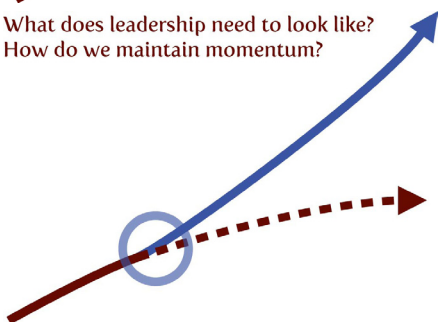
What is our desired future?  
What must change?  
How do we break old habits  
and create new ones?



### Transform

The behaviour of people and the systems in which they operate become ingrained; therefore changing them is not easy, even when there is collective desire. In the context of deep understanding, we work hard to determine what the key behavioural changes are that will lever the most effect in the direction of better outcomes. This could range from people management skills coaching to the development of a new IT system.

What does leadership need to look like?  
How do we maintain momentum?



### Empower

It is one thing to agree on what needs to happen, and to take the first committed steps in that direction. It is entirely another thing to maintain the discipline to behave differently when the normal pressures of life and our personal tendencies kick in. We therefore work alongside leaders to support them in the implementation of the new trajectory toward better outcomes.

“ A well known breakfast cereal company once used the tag line, ‘The people who believe food should not only taste good, it should be good for you’. At Ergo we live by a similar line; we believe that business should not only generate profit, it should be good for the world. ”

## Cultivating organisational effectiveness & generative leadership

# Products & Services Overview



## Generative Consulting

### Foundational Leadership Workshops

Modularised smorgasbord of topics clustered into 5 categories: Personal Disciplines and Character, Conversations that Matter, Working in Organisations, Working on Projects and Frameworks and Tools.

### Facilitation & Change Leadership

Drawing on a range of methodologies and tools, Ergo consultants work with groups of people, bringing alignment and cultivating buy-in toward defined outcomes.

### Mentoring and Coaching

Senior and emerging leaders alike benefit from external perspectives and support to help them stay focused and strategic in both their professional and personal lives.

### U-Studio

An innovative and powerful approach to generate breakthrough solutions to complex and difficult problems. U-Studio brings together key stakeholders in a ‘slow’ process in which new ideas and pathways can be developed and tested.

### Business Sustainability Round Tables

Organisational leaders meet regularly to learn from each other, discussing challenges and opportunities related to the environmental sustainability of business in general and the specifics of their own organisations.

### Generative Assessment Survey (GAS)

The GAS is Ergo’s proprietary diagnostic, delivered online to assess the ‘generativity’ of an organisation. A Generative Organisation has a positive and life-enhancing contribution on all stakeholders.

## Agile Technology Solutions

### People Centred Systems Review

A review of an organisations technology systems focussed on two core questions. Will they support the business strategy of the next few years? and Do they enhance peoples’ ability to get their jobs done effectively and efficiently?

### Project Leadership

Working in partnership with business leaders to deliver projects, drawing on established methodologies and outcomes-oriented common sense.

### Agile Software Development

Development of software applications using Microsoft .NET and SQLServer with a motivation to solve real business problems. Our approach is to work closely with our clients to deliver software in short iterations and create value through good design.

### Database Design

Information is the lifeblood of your organisation. Ergo’s technical consultants have the expertise to design and develop databases to capture that data with integrity and make it easy and reliable to use.

### Requirements Analysis

Ergo employs a powerful “User Story” approach to collaboratively develop a clear understanding of what the real business needs are and how staff will interact with any new systems developed.

“Our usual way of trying to solve problems hurts and we should stop doing it. I have come to believe that the root of the pain we are experiencing is that our usual way of thinking about how to solve problems no longer works.”—Adam Kahane

## Generating breakthrough solutions U-Studio



### Difficult Problems

### Conflict Resolution

### Innovation & Change

Organisations and societies often put important challenges in the too hard basket. We don't want to invest the time to deal with the real issues, or perhaps we are paralysed—unable to respond meaningfully.

U-Studio is an innovative approach to solving difficult problems, resolving conflicts and facilitating innovation and change. These challenges often remain top-of-mind at management or board meetings and linger on in an organisation, community, nation or interpersonal situations. We get stuck. To progress, nothing short of a breakthrough, a new dynamic, a new way of thinking and being, is needed. U-Studio is perfectly designed to deliver this new dynamic, empowering participants to cultivate solutions in an environment of trust, integrity and collaboration.

#### Conventional approaches

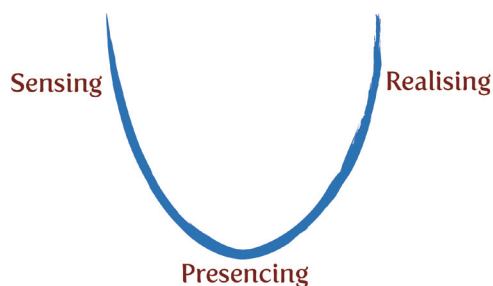
- Draws on known solutions
- Typically push responsibility for change to others
- Focus on transactions and processes
- Tend to be driven via single entity initiatives

#### U-Studio

- Cultivates creative responses
- Helps people see themselves as part of the system
- Builds relational foundations
- Facilitates systemic change that includes all stakeholders

### How does this happen?

Skilled facilitators bring together diverse stakeholders in a collaborative process that engages the complexity associated with multi-layered problems. It cultivates a systemic response by moving through 3 main phases; initially requiring the suspension of judgement, immersion in alternative perspectives and allowing the realities to sit and brew.



As solutions emerge they are proto-typed and tested to assess their impact.

The scope and scale of the process can be configured on a case by case scenario; typically taking from 5 to 10 days spread over a week to 6 months

### Ask Yourself:

What do we do when the problem and the solution are not owned by a single player?

How do we progress to a clear path forward?

How do we get beyond people peddling pre-processed responses?

49-51 Rosslyn St | West Melbourne | VIC 3003 | P. 03 9923 7300 | F. 03 9923 7355 | [www.ergoconsulting.com.au](http://www.ergoconsulting.com.au)



# Case Stories

Ergo team members have been working alongside leaders to help them respond meaningfully in the context of challenging situations for many years.

Our agility has allowed us to be engaged across the sectors with our clients including:

- Local and state government,
- Small, medium and large business,
- Small community based organisations and large NGO's.

Some of the difficult challenges our people have worked on include:

**PNG**—In post-independent PNG, nation building was the key. The challenge was determining ways to bring together 1,000 different tribes speaking 700 different languages and for them to embrace the concept of nation-hood. Various programs were run across PNG in partnership with Church organisations who have a long history of respected contribution in PNG.

**Sri Lanka**—A 10 year long process brought together Government leaders (including President, Prime Minister etc), religious leaders, Tamil Tiger leaders, civil society and NGOs in 'building bridges of trust'. The process often came to a near turning point when it would be sabotaged by those with vested interests in keeping the crisis boiling. Most of the participants in the talks have since been assassinated for various reasons by various groups. The problem remains unresolved.

**North East India**—On the India/Burma border, Government troops and underground tribal fighters were locked in a conflict. Interventions and negotiations led to deep reconciliations between warring tribes and led to conciliatory offers from the Indian Government. This resulted in averting a long drawn out bloody conflict and eventually the creation of a new state for one of the mountain tribes, unprecedented in post Independent India.

**Bougainville, PNG**—Endeavour Talks between PNG government and Bougainville Revolutionary Army (BRA). Meetings were facilitated on a NZ Naval ship anchored off the coast of Bougainville. BRA were speed boated in and Government delegates were helicoptered each day from another ship. The seven day talks resulted in an agreement that set the foundations for further developments. Although the agreement was subsequently broken frequently, the trust building efforts at the Endeavour Talks held together, eventually leading to a negotiated peace in Bougainville.

**Northern Ireland**—Conversations in Belfast between Ian Paisley's group and Jerry Adam's group, between Catholics and Protestants, civil society groups, government and business. People taking part in the conversation stood out as a sane voice in an escalating crisis. Unfortunately, the problems became worse not better.

**Quebec Canada**—A program of conversations were facilitated between the key players in the Parti Quebecois and Canadian leaders. In an interesting experiment, Northern Irishmen, who were former enemies, were brought to Quebec to tell their story of reconciliation. This created a compelling call to "trust building".

“The interaction between strong and broadly-based global economic growth and risks of climate change is throwing out the defining challenge of our time. Our response to the challenge will shape the prospects for security and prosperity through the twenty first century.” -Ross Garnaut

# Business Sustainability Round Table



Monthly breakfast meetings 7:30–9:15

Each group capped at 12 members to cultivate continuity and relational trust

Dinners and networking events

Members only portal with papers and information about events and discussion.

\$1500 +GST for 6 months membership

## Ask Yourself:

How can I keep up with what is happening with regard to climate change and the implications for my business?

What are other organisations doing?

## Why should I become a member?

With the public conversation moving so quickly, busy leaders often struggle to keep abreast of basic knowledge and information, let alone engage the substantive challenges of implementing sustainability practices and thinking in their organisations.

## The Business Sustainability Round Table (BSRT):

Provides an informal forum for people to interact over business and sustainability questions. Allows leaders to share and listen to stories about the challenges and successes associated with understanding and implementing sustainable business practices. Facilitates an excellent networking opportunity with people who share your desire to be part of a sustainable future.

## Who is the BSRT designed for?

Organisational leaders: people who have decision-making rights within their organisation, particularly in regard to sustainability practices.

People who are looking to learn more about the challenges and opportunities associated with environmental sustainability from the perspective of business.

Those willing to engage; able to make a contribution to the conversation and prepared to engage the input of others.

## What are existing members saying?

*“BSRT is a breath of fresh air in my month—a chance to discuss issues of real import for the world and toss around ideas for a sustainable business response.”*

*“Sustainability is on everyone’s agenda. It can be hard to keep abreast of the range of emerging issues in this area and I have found the Sustainability Round Table to be a great way to keep informed on sustainability as well as share relevant conversations and experiences with others in a relaxed informal manner”*

*“The BSRT presents an opportunity to engage with a diverse array of professionals in learning about and contributing to the sustainability debate. Without the consciousness that such forums promote, neither the opportunity to contribute, nor leadership in the call to action can be manifested. The BSRT promotes outcomes and offers the potential for personal development and commercial investment”.*

“What makes an exceptional workplace? Employee commitment and ownership—the emotional and psychological attachment to an organisation—is seen to be the vein of gold that delivers high performance as employees are prepared to exert considerable effort on its behalf, to go the extra mile.”

# Generative Assessment Survey



## What dimensions of my organisation will the assessment look at?

- Financial Reward
- Health and Well Being
- Work Environment
- Resources
- Relational Environment
- Motivation
- Emotional Maturity
- Empowerment
- Organisational Alignment
- Business Efficiency
- Learning and Development
- Personal Fulfilment
- Corporate Citizenship
- Internal Cohesion
- Leadership
- Communication

## What is Ergo's Generative Assessment Survey?

Finding and retaining collective talent is the holy grail of organisational healthiness. Not any team will do. You need to retain the mix of talent that will serve your organisation most effectively. So how do you measure the capacity of your people to give you optimum results?

Ergo has developed an organisational health assessment tool that gauges the alignment of staff value preferences with organisational vision and day to day reality. Management and staff input is collected through an easy to use online survey which is then analysed and the findings presented back to the organisation. It gives employers vital information on employee motivation, organisational resilience and productivity.

The nature of the assessment reveals gaps between espoused values and enacted values and provides your organisation with the ability to uncover the, “vein of gold”. The feedback session will provide decision makers with a clear and valuable map for action. Depending on the organisation's needs, the assessment can be carried out as either a point in time snapshot, or as an ongoing, periodic diagnostic to analyse trends.

### The Assessment Involves:

- A 25 minute online questionnaire
- 2 hour executive debrief workshop
- A detailed report in hard copy

## What is a Generative Organisation?

A driving force behind Ergo's business is the cultivation of organisations that give employees a better day at work and that make a contribution to a better future for the world. We call these special workplaces 'generative organisations'. To be generative means:

- Being creative, adding real value
- Engaging the personal, relational and systemic dimensions of life and work
- Being sustainable, from a social, financial and environmental perspective

The Generative Assessment Survey will give you a measure of your organization's current generativity and highlight areas for development so your workplace can be truly life-enhancing environment.

## Ask Yourself:

Do I feel like we are not performing at optimum levels?

Have I got a good handle on the motivation drivers across the business?

What should I work on to improve motivation, retention and performance?

49-51 Rosslyn St | West Melbourne | VIC 3003 | P. 03 9923 7300 | F. 03 9923 7355 | [www.ergoconsulting.com.au](http://www.ergoconsulting.com.au)



“ The Foundational Leadership Workshops are delivered in modular form. This allows for flexibility, tailoring and the option to build knowledge over a period of time that is suitable to the participant. The modules capitalise on the success of our engagements in consulting and leadership development. They are the fruition of a proven approach. Participants can build a program that varies from half-a-day up to five days. ”

# Foundational Leadership Workshops

## Modules

Each module is made up of sessions. Each session is 1.5 hours. 1 day is made up of four sessions. Full day is 8 hours, extra time is intro, margin/buffer, action planning and summary.

## Development Category

## Workshop Modules

### Personal Disciplines & Character

Developing a Personal Vision  
Worldviews and Paradigms  
First Things First  
Problem Solving & Innovation  
Harmonised Passions

### Conversations that Matter

Dialogue (Theory U)  
Listening  
Asking the Right Questions  
Having Difficult Conversations  
Telling to co-creating  
Emails  
Coaching  
Feedback  
Public Speaking

### Working in Organisations

Cultivating a Clear Vision  
ARO  
Leading Teams  
Change  
Meetings  
Systems Thinking  
Staying in Touch with Reality  
Generative Organisations  
Communication & Collaboration Tools

### Working on Projects

Leadership vs. Management  
Project Lifecycle Overview  
Project Lifecycle Stages & Gateways  
Project Vision Document  
Engaging Stakeholders  
Project Context  
Risk Assessment  
Planning & Monitoring Tasks  
Quality & Change Control  
Project Reporting

### Frameworks & Tools

Intro to Frameworks  
Myers Briggs Type Indicator®  
Emotional Intelligence (EI)  
Generative Assessment Survey  
Six Thinking Hats

## Ask Yourself:

Who are the people that will shape your organisation's future?

What are the behaviours & competencies that need to change for this to happen?

What plans do you have to make this happen?

“ It is impossible to listen and process simultaneously. Anyone who says they can has never understood what fully attentive listening can be. What sets a quality facilitator apart is their capacity to engage and move a group through a process toward an agreed outcome without offering their views along the way. ”

# Facilitation



## Engaging Ergo's Facilitation

Ergo Facilitation is based on methodologies developed and employed by the most esteemed facilitators in the world. These include Harrison Owens' Open Space Technology, Otto Scharmer's Theory U and Juanita Brown and David Isaac's World Café.

Engaging an Ergo facilitator will be an investment in getting the stakeholder buy-in and the business outcomes you need. Every process will be configured to meet the your specific requirement but will typically employ the principles illustrated in this reproduction from World Café, Shaping Our Futures Through Conversations That Matter.

## World Café

The World Café 'approach' is built on the assumption that people already have within them the wisdom and creativity to confront even the most difficult challenges. Given the appropriate context and focus, it is possible to access and use this deeper knowledge about what's important.

As a conversational process, the World Café is an innovative yet simple methodology for hosting conversations about questions that matter. These conversations link and build on each other as people move between groups, cross-pollinate ideas, and discover new insights into the questions or issues that are most important in their work or community. As a process, the World Café can evoke and make visible the collective intelligence of any group, thus increasing people's capacity for effective action in pursuit of common aims.

The integrated design principles have been distilled over the years as a guide to intentionally harnessing the power of conversation for business (and social) value). When used in combination, they provide useful guidance for anyone seeking creative ways to foster authentic dialogue in which the goal is thinking together and creating momentum for change and action.

As a living network pattern, the World Café refers to a living network of conversations that is continually co-evolving as we explore questions that matter with colleagues. The metaphor of the "World as Café" helps us notice these invisible webs of dialogue and personal relationships that enable us to learn, create shared purpose, and shape life-affirming futures together.

## Ask Yourself:

How could I contribute more effectively if I engaged this conversation or process as a participant rather than as the one with all the answers'?

How will I manage the dynamics of the stakeholders as we move through this process?

To what extent am I confident about the process we need to employ in order to get stakeholder buy-in and reach desired outcomes?

49-51 Rosslyn St | West Melbourne | VIC 3003 | P. 03 9923 7300 | F. 03 9923 7355 | [www.ergoconsulting.com.au](http://www.ergoconsulting.com.au)



“ Our three phase approach to change leadership reflects the Ergo Methodology that underpins all of our engagements. U.T.E—Understand, Transform, Empower. UTE places us in the shoes of our clients and escalates buy-in for change every step of the way. Ergo also has a suite of change leadership products to draw upon depending on the clients need and their journey. ”

# Change Leadership



## Ergo's take on Change Leadership

In today's fast moving economy organisations must be agile without losing delivery capability. Leading change is increasingly a core competency of effective leadership.

Change leadership is more than large scale projects. To Ergo, organisational leadership is about more than boardroom and executive strategy. Change is natural and relentless. Aligning that change with organisational imperatives is what disciplined change leadership is all about.

Understanding how to support, guide, collaborate, sense and lead others is crucial. It helps you retain your talent, creates compasses within your organisation and provides an opportunity to clarify and instill the kind of culture your organisation wants to have. Organisations don't transform, people do.

## What would it mean for my organisation to get involved with Ergo? What type of engagement would it be?

Ergo works with organisational leaders to support, coach or deliver workshops in the context of organisational change. Our approach includes:

- Designing a change process
- Being an extra brain and additional hands
- Acting as an independent sounding board
- Resourcing material, ideas and solutions
- Designing and/or facilitating workshops and meetings
- Recruiting stakeholder buy-in
- Leadership coaching
- Communications planning and management

## Why Ergo for change leadership? Why is Ergo relevant in today's climate?

What is often easily overlooked is that change is a natural process, not an unnatural process. The movement of sustainability is resurging knowledge that shows us how an organic view can be applied to many systems including social networks, organisations and systematic change. Real change, not gloss.

Emerging leadership requirements for an organisation today share similarities to the collective pattern among the wider umbrella of sustainability such as:

- Decentralised leadership
- Non-heirarchical organisational patterns
- Diversity
- Collaboration skills
- Innovation skills

## Ask Yourself:

What organisational changes will level the most significant strategic outcomes?

Who is accountable to facilitate these changes?

What support do they need?

“ Business leaders typically know what they have to do. The problem most of us have is the gap between what we need to be doing and what we actually do. We probably already know everything we need to know in order to be outstanding organisation leaders. We don't need more knowledge, in fact, more knowledge can actually be unhelpful because it deceives us into thinking we are more competent because we have greater knowledge. Not so. Action is what makes us effective. ”

# Coaching and Mentoring



## You need Ergo's Coaching and Mentoring if...

You have been through a change process of some kind, or have identified a path on which you want to lead your team. Maybe you've come out of an offsite workshop and are fearful that the enthusiasm generated will dissipate once people get back to normal routines. An Ergo coach will help you keep momentum by clarifying next steps, keeping people connected and ensuring in your busy schedule you don't lose sight of important priorities.

You are swamped with operational activity and don't have the time or energy to focus on your own development. An Ergo coach will help create the space and then coach you toward development goals that you identify together.

You realise that despite your internal effectiveness, an outside perspective from someone you can trust is just what you need to keep you sharp in regard to your work and importantly your own journey.

## Ergo's approach:

Unlike many coaching approaches, Ergo's Coaching and Mentoring happens with a first hand appreciation of your context. This is established through shadowing you, observing you at work or engaging in whatever other activity provides a context. We believe that better business value can be achieved by walking with you, rather than extracting you from your environment.

Although completely customisable, a typical engagement would include the following:

- 6 month duration
- Clear expectations with regard to outcomes and commitments
- An 'understanding' phase to appreciate context
- Fortnightly sessions that include activity planning and followup
- Ad hoc intervention activities as required to help deliver business and personal outcomes. These may include meetings with your team, reading articles or books, attending a workshop or conference, or any other activity deemed beneficial
- Email and phone access
- Program evaluation against agreed outcomes

The growing Ergo Coaching Network is a group of handpicked coaches of the highest quality. They represent a variety of industry experience, qualifications and coaching approaches so we can optimise the business and relational fit.

## Ask Yourself:

Am I failing to get to important tasks, with crucial things getting crowded out by operational imperatives?

What would it be like to have an external perspective, someone I can trust to bounce my thoughts and feelings off without the internal politics?

Am I able to maintain the momentum of important changes among my team?

49-51 Rosslyn St | West Melbourne | VIC 3003 | P. 03 9923 7300 | F. 03 9923 7355 | [www.ergoconsulting.com.au](http://www.ergoconsulting.com.au)



“If you want to turn around a company or a life, you have to start with the building blocks, the DNA of doing, of individual actions” -Closework, Adam Lury & Simon Gibson

# People Centred Systems Review



Too often IT systems are analysed by IT people with an eye for technical capabilities. In reality, systems exist solely for the purpose of assisting people to get their jobs done in the most effective and efficient manner possible. With this premise in mind, a people first approach to analysing IT systems ensures that the focus remains squarely developing an understanding of how to assist people to do their jobs better.

## What is a People Centred Systems Review?

As your business evolves old processes and systems sometimes no longer seem to be adequate. Software gets the blame; hardware is criticised for being inadequate; databases are dismissed as unreliable. Somehow everything just doesn't fit any more.

All of this can be true; often there is actually very little wrong with existing systems and processes, but simply how they are utilised.

An Ergo People Centred Systems Review seeks to establish a thorough understanding of your business needs in conjunction with assessing the root cause of issues being experienced. This is achieved by approaching the review both from the bottom up—talking with the users that the technology is supposed to be serving—and from the top down—talking with the decision makers to understand business strategy and technology roadmap.

In the context of this Strategy and Staff feedback, a People Centred Systems Review provides an independent assessment of:

- Technology investment priorities (and if necessary re-focus)
- IT systems capabilities for supporting future direction of the business (and if necessary re-planning)
- Bottlenecks/factors impacting the effectiveness and efficiency of your business

The recommendations provided in the final report lead to (one or more of):

- Increased productivity and effectiveness of staff
- Improved working environment/less frustrated staff and consequently better staff retention
- Time savings
- Cost savings
- Staff buy-in to change initiatives—leads to a greater chance of successful implementations
- Objective, unbiased validation of current IT projects and strategic directions.

### What's Involved?

A People Centred Systems Review unfolds across a 3 phase framework. Ergo will engage you in a series of conversations, workshops and analysis.

These phases ensure that key stakeholders are actively involved in helping us effectively understand the situation by providing foundational information on relationships, processes and systems. To ensure that our understanding is unbiased, we try to position ourselves amongst your team to observe first hand processes, behaviours, and interactions that may be taken for granted due to habits or culture.

To ensure our analysis is most accurate, we have built into the process check points for validation of all data we have gathered.

#### Phase 1

Setup &  
Build Rapport

Data  
Gathering

#### Phase 2

Feedback &  
Validation

Analysis &  
Synthesis

#### Phase 3

Findings  
Validation

Recommendations

## Ask Yourself:

Is the technology that should be advancing my business actually getting in the way?

Do I have the confidence that the people in my organisation effectively utilise our current systems?

How do I strategically invest in technology systems to meet our future business requirements?

“ The key to successful software development is bridging the gap between understanding business requirements and the ability of developers to create applications. Business leaders know what their business needs to be successful. Traditional software development methods have often fallen short in their ability to deliver valuable software in time and on budget with only the functionality that’s valuable and all the functionality that’s needed. ”

# Agile Software Development



## Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

**Individuals and interactions** over processes and tools

**Working software** over comprehensive documentation

**Customer collaboration** over contract negotiation

**Responding to change** over following a plan

Ergo’s highest priority is to satisfy our customers through timely and consistent delivery of valuable software. That’s why we invest substantial time to understand the required business outcome.

To help us deliver exceptional software solutions, Ergo embraces The Manifesto for Agile Software Development ([www.agilemanifesto.org](http://www.agilemanifesto.org)).

This means that we employ an Agile approach to the design, development and delivery of business applications. At their core, Agile methodologies are about values and culture and placing people at the centre of the solutions we develop. Our Agile approach means:

- Our highest priority is to satisfy the customer through delivery of valuable software.
- We deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter time scale.
- Working software is the primary measure of progress.
- Continuous attention to technical excellence and good design

Ergo recognises that the effective use of software is related to the empowerment of the people who depend on and use it. It doesn’t stop at the completion of the code. The need to facilitate training and education workshops involving the stakeholders and users is particularly important to ensure that applications are widely adopted and changes in behaviour are successfully facilitated.

The team of professionals at Ergo have the competencies and industry experience to design and deliver outcomes for a range of business needs. Ergo is a Microsoft Certified Partner specialising in the .NET Framework and Microsoft SQL Server.

Our speciality is delivering browser based business applications based on a central database. We frequently help our clients move away from a proliferation of spreadsheets and Access databases which have evolved to become business critical applications.

## Ask Yourself:

Am I happy with the ROI I’m getting from software development projects?

Are my staff un-productive because of poor software usability?

Am I trying to manage my business through Spreadsheets and Access Databases?

49-51 Rosslyn St | West Melbourne | VIC 3003 | P. 03 9923 7300 | F. 03 9923 7355 | [www.ergoconsulting.com.au](http://www.ergoconsulting.com.au)



# Database Design & Development



Too many companies have valuable and strategic information stored in excel spreadsheets, address books and other files. It takes significant time and effort to make the information accessible and useful. More importantly, the plethora of data sources and duplication of information represents a serious risk to business operations and continuity.

Your data is the life-blood of your business. It is essential therefore that the database in which it is stored is robust, reliable and fast.

Ergo design responsive and integrated database solutions that include functionality, analysis and reporting capabilities that can interface with existing applications seamlessly where required.

We are experienced in converting existing Microsoft Access applications, Excel spreadsheet 'applications' and other legacy systems into industry standard Microsoft SQLServer databases

## **Our technical consultants are experts in:**

- Database optimisation (to improve performance)
- SQL code development and debugging
- Data migration and data conversion
- New Database design (focused on capturing business value)
- Legacy Database re-development

## Ask Yourself:

Are you reliant on spreadsheets (and copies of spreadsheets) that are only understood by their creator?

Do you have multiple databases with duplicated data in them?

Are you confident that the information in your databases is accurate and reliable?

49-51 Rosslyn St | West Melbourne | VIC 3003 | P. 03 9923 7300 | F. 03 9923 7355 | [www.ergoconsulting.com.au](http://www.ergoconsulting.com.au)



“Buffalo buffalo buffalo buffalo”. (Or, Bison from Buffalo (NY) intimidate and confuse other buffalo.) With context the sentence makes sense. Without it, it is meaningless.” –Mike Cohn

# Requirements Analysis



The rule of thumb for writing good user stories is that they should be:

- Independent
- Negotiable
- Valuable
- Estimable
- Small
- Testable

Accurate capturing of business requirements is a communications problem.

The challenge is getting those that want software or technology solutions to communicate effectively with those that build the solutions. Ergo embrace the use of “User Stories” as a means to achieve this goal.

## User stories

User stories are a plain English approach to describing what a system should do. Each story represents how a system is supposed to solve a particular problem. However, rather than large requirements documents, user stories are short and should represent an invitation to further conversation throughout the development cycle. Importantly User stories are focussed on the roles people play when interacting with systems and ‘voiced’ according to those roles. This ensures that both developer and client are thinking about technology solving the needs of real people.

## What makes a good story?

Our approach to good stories is outlined on the left. What’s important is that stories lead to a conversation, which leads to clarification and a real understanding of what the customer needs and wants.

Without asking questions, and having a conversation, we cannot expect to pick up on the subtle meanings and nuances. With context business requirements makes sense. Without it, they are often meaningless and misunderstood.

Ergo can facilitate the process of capturing your business requirements through the use of User Stories. This can be for:

- Solutions we develop for you
- Independent capturing of requirements for other developers
- Validation of existing systems being “fit for purpose”

## Ask Yourself:

Would you rather see working software quickly or a long, detailed requirements document?

Do your development team have an appreciation for the business outcomes of the systems they develop?

Are your users actively involved in the development of new systems?

49-51 Rosslyn St | West Melbourne | VIC 3003 | P. 03 9923 7300 | F. 03 9923 7355 | [www.ergoconsulting.com.au](http://www.ergoconsulting.com.au)

