Defining, Managing, and Achieving Project Success

– Chris Veros

CCRA Braintrust
August 2002

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What is overall project success?

- Technical Success?

"Have you ever just stood and stared at it, marvelled at its beauty, its genius?"

- Agent Smith

From "The Matrix"

What is overall project success?

- Cost/Schedule Success?

  What are the costs? What's included?

  Development? Implementation? Rollout? Hardware? Software? Documentation? Upgrade? Training? Rollout? Operating? Maintenance? Internal Resources? External Resources? Opportunity Costs?
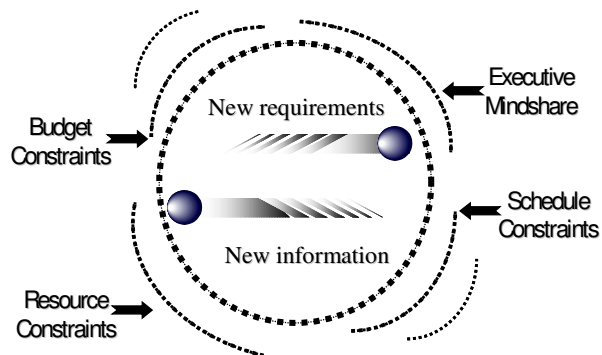
  When is it delivered?

  When it's built? When it's accepted (by whom)?

  When it's paid for? When it's rolled out? When it starts to be used? When it's completely in use?

Maintaining Project Success, Scope and Flexibility

- Allow the solution to flex and change as new requirements, but have a process that links back to key business benefits in the project charter, observing the overall budget, resource and time constraints.
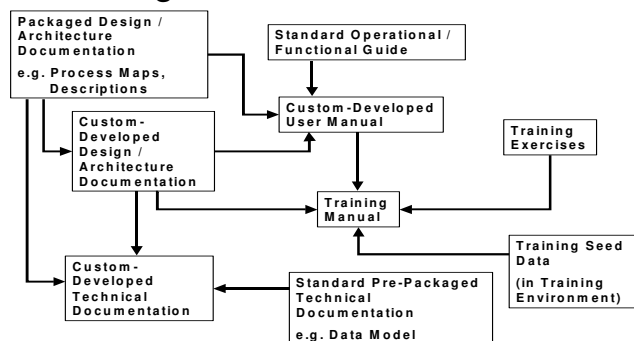
Budget Constraints — New requirements — Executive Mindshare

Resource Constraints — New information — Schedule Constraints

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Maintaining Project Success, Scope and Flexibility *Key Concepts:*

- Don't completely segregate the implementation and roll-out phases;
- Allow the solution to gradually emerge by creating a project mindset that overlaps roll-out with technical implementation;
- Accelerate the completion of operational documentation while conducting piloting and/or prototyping.

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Maintaining Project Success, Scope and Flexibility *Key Concepts:*

- Leverage earlier deliverables when developing manuals and training materials:

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Maintaining Project Success, Scope and Flexibility *Key Concepts:*

- Utilize joint resources – from the development and client organizations – to work on Requirements Planning and Analysis and Implementation phases.
  - Reduces the degrees of separation between design, development, and implementation; *(no "lobbing over the fence")*
  - Keeps the team mindful of the client's perspective;
  - Enables more effective communication;
  - Lends more credibility to the implementation;
  - Enhances the support structure and corporate retention of knowledge.

Maintaining Project Success, Scope and Flexibility *Key Concepts:*

- Define the implementation style -> Big Bang, Phased, etc.
- Define the sites/locations, services/modules/applications and dates for implementing each;
- Define the deliverables to be produced, and the roles and responsibilities of everyone involved in the cutover;
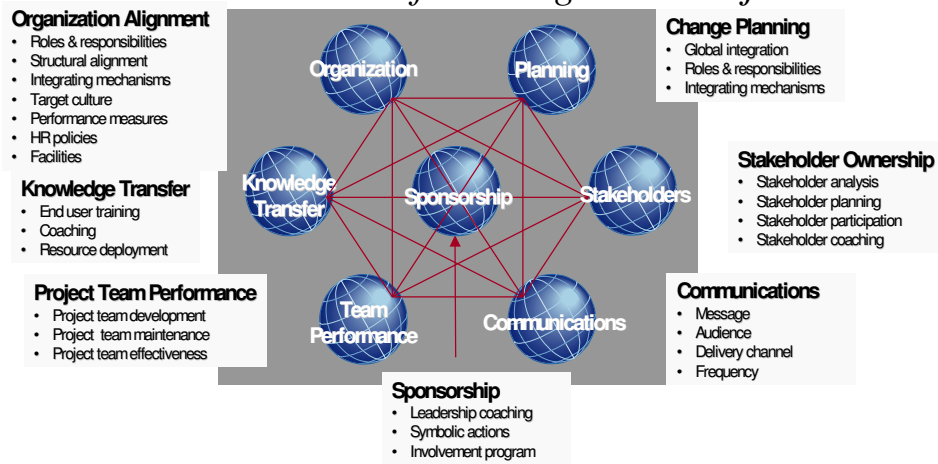- Outline assumptions made.

Common Critical Feedback:

- "Flexibility" is a euphemism for rationalizing scope creep, and inflating project budgets;
- Client staff do not have the cycles to work on the project – It's not their job;
- The Client should not be subjected to the problems and glitches associated with the project;
- Client staff are not the experts, the developers are. The developers should do the implementation.

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The Project will have to perform strategic change activities to address the following seven major areas:

Organization Alignment
- Roles & responsibilities
- Structural alignment
- Integrating mechanisms
- Target culture
- Performance measures
- HR policies
- Facilities

Knowledge Transfer
- End user training
- Coaching
- Resource deployment

Project Team Performance
- Project team development
- Project team maintenance
- Project team effectiveness

Change Planning
- Global integration
- Roles & responsibilities
- Integrating mechanisms

Stakeholder Ownership
- Stakeholder analysis
- Stakeholder planning
- Stakeholder participation
- Stakeholder coaching

Communications
- Message
- Audience
- Delivery channel
- Frequency

Sponsorship
- Leadership coaching
- Symbolic actions
- Involvement program

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Thank You

- Q's & A's

Very Special Thanks To CCRA:

- Ms. Colleen Laabs, Web World PMO
- Mr. Ken Eastabrook, Program Director
- Ms. Karen Carey, GOL PMO

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