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# On the Bus or Not?

## How Technology Driven Transformation Thrives or Dives Amongst the Stakeholders

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# What I am not:

- a change management specialist
- a HR consultant
- in marketing
- a psychologist

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# What I do:

- IT reviews & strategies
- Technology program oversight
- client:technology supplier intermediary
- IT operating model/outsourcing implementation
- CIO coaching



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# Quick poll:

- Who has led or been involved in a post-implementation review for a large project?
- Who has managed, been the supplier representative or been on the governance board for a large and complex program?
- Who sought out and applied the recommendations from post implementation reviews for previous similar programs?



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# The top reasons for project failure and how to avoid it

Posted on **February 6, 2017**

For a project manager, the pressure of ensuring that a project is completed on time has never been higher. With only 40% of projects meeting schedule, budget and quality goals this is also becoming much harder to achieve.

But what are the top reasons for project failure? We have picked out some of the more common challenges and have provided tips to help you overcome them when undertaking future projects.

## Lack of support and understanding from senior management

BONUS CONTENT – Download our 5 point tip sheet on how to avoid project failure

The chairman of the Project Management Institute, Antonio Nieto-Rodriguez, recently wrote a blog post about why project management was being ignored by senior figures within certain organisations.

This isn't that surprising when you consider that only just over half of businesses understand the importance of it.

## The solution

Changing the mindset of individuals can be a daunting task, but there are certain things you can do in order to get the full support of senior figures.

Try explaining how your project fits with your organisation's overall strategy and how crucial it is to its success. If they know what benefits and return they will get from their investment, they are more likely to be actively engaged with what you're trying to achieve.

## Insufficient stakeholder management

It is easy to start a project and focus entirely on the goals of higher management. However, with 50% of the variance in project success rate attributable to people related factors it is crucial that you engage, inform and consult with all stakeholders effectively in order to successfully complete your project to everyone's satisfaction.

## The solution

Like most elements of a project, planning is key. To start with, you should create a digital stakeholder engagement strategy to help you make a plan of which of your stakeholders need to be informed, engaged and consulted about certain parts of your project.

https://www.kahootz.com/the-top-reasons-for-project-failure/

ombudsman VICTORIAN

Common themes

1. Leadership, accountability and governance
2. Planning
3. Funding
4. Probity and procurement
5. Project management

Framework to better manage ICT-enabled projects and recommendations

1. Leadership, accountability and governance
2. Planning
3. Funding
4. Probity and procurement
5. Project management

A key part of the Standish Group analysis over the last 21 years has been the identification and ranking of the factors which work together to make projects more successful. This year's results show the following list and ranking of factors:

**CHAOS FACTORS OF SUCCESS**

| FACTORS OF SUCCESS | POINTS | INVESTMENT |
|---|---|---|
| Executive Sponsorship | 15 | 15% |
| Emotional Maturity | 15 | 15% |
| User Involvement | 15 | 15% |
| Optimization | 15 | 15% |
| Skilled Resources | 10 | 10% |
| Standard Architecture | 8 | 8% |
| Agile Process | 7 | 7% |
| Modest Execution | 6 | 6% |
| Project Management Expertise | 5 | 5% |
| Clear Business Objectives | 4 | 4% |

https://www.infoq.com/articles/standish-chaos-2015



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Project
Solutions
Identify & escalate business risk
Architecture
Manage commercially
SaaS
Translate business:technology
Informed decisions
Governance
Integration
Communicate & engage
Active engagement
Change control
Lead people through change
Scope
Change management
Agile
DevOps
Manage behaviours
Clear requirements
Service
Catalogues
Design

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# These are SOPHisTicated skills NOT SOFT

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Case Study #1:

- Building new facility
- Infrastructure outsourcing
- New IT operating model
- New IT services

Key stakeholders (for tech transition):

Executive owners

Project Managers

Technical & service delivery SMEs

Strong exec sponsorship
Client PM organised early
Experienced & capable vendor
PLUS:
Outcome/performance based aaS contract
Org redesign with recommended development plans
Commercial/financial analysis ➢ missed requirements



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# Issues:

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- Client concerns re tech fit for purpose & schedule compliance
- Disagreements on technical solutions
- Delayed decisions & going around buoys repeatedly
- Reduced client confidence in delivery
- Conflict within & between client & vendor project teams
- Increased costs to vendor & increased risk to client
- Unrelated/out of scope new requirements diverted attention



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Underlying causes:

- Low emotional intelligence
- Client inexpe
- Vendor team delivery
- Transition to Operating model
- Assumptions hat was understood

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Remedies:

- Client PM supplen hip manager"
- Execs assumed joi interaction
- Vendor PMs coach ific communication techniques
- Client teams given vendor "buddies" in aaS models

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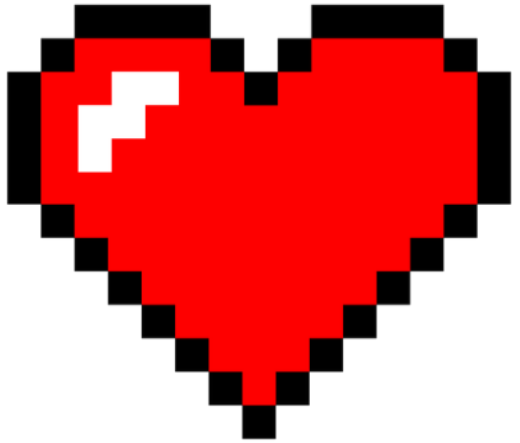
Case Study #2:

- Developing digital strategy for national social services organisation
- Federated model – independent Boards, State CEOs
- Data, technology & services shared on “as needed” basis



Key stakeholders in strategy development:

CEOs

Boards

CIOs/IT Managers

CFOs & practice leaders

Shared desire to work together

No burning technology platforms

Significant potential benefits through sharing

Niche expertise across organisation

Draft Digital Strategy commissioned



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BUT:

Unable to agree on direction or how to get there

Shared frustration at lack of progress

Federation members pursuing point solutions

BECAUSE:

Concern that technology preferences would over-ride client needs

Perceived conflict between commercial objectives & social purpose

Business objectives not defined and agreed

Residual damage from historic conflicts

Digital Strategy recommended whats without whys

Customer segmentation & service models undefined

Different priorities & technology investments between States

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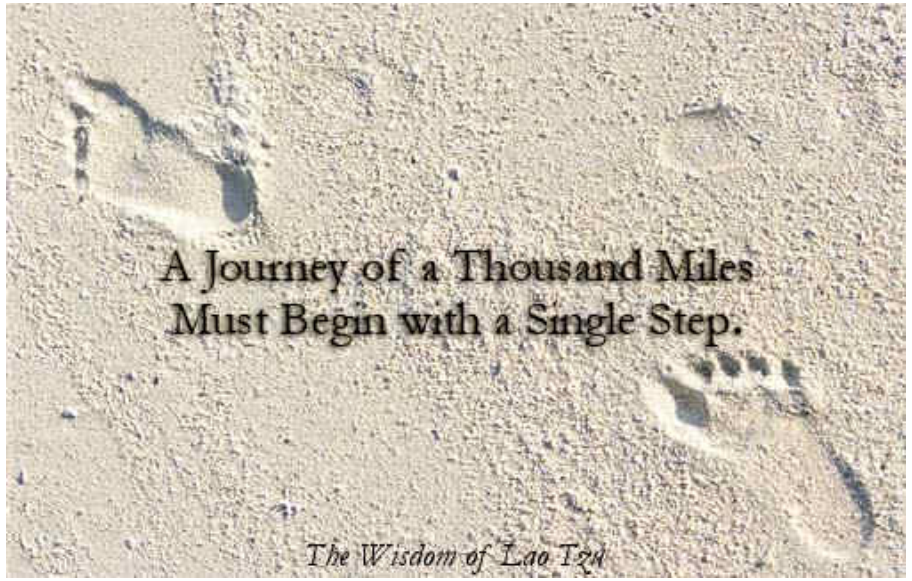
Remedies:

- Defined client focused business objectives sufficiently for technology strategy purposes
- Identified collaboration crash test dummy projects with critical steps
- Tasked “deliverers” with leadership tasks
- Added CIO/IT Manager forum to governance structure

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# Technology leaders MUST:

Think technology from the client perspective with outcomes front of mind

Proactively support business led governance & commercial management

Take a leadership role in behavioural, capability & business model change

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