Your **big** project
Avoid the mistakes of others

Part 13

Review

The Review Meeting (1)

Long enough after go-live to:

- **Be able to see reality**

- **Understand the level of <u>your</u> success….
  …… or failure**

But <u>not</u> so long that you've forgotten the details

The Review Meeting (2)

Who?

- **Members of the Global team**
- **Members of the Regional team**
- **Members of the Local team**
- **No JFDIs**
- **Not just glory seeking managers – you need truth telling workers**

It really is worth the expense of bringing them together

The Review Meeting (3)

Make sure that you understand:

- **The successes**
  - **What**
  - **Why**

- **The failures:**
  - **What**
  - **Why**
  - **Don't look for the Who as that was <u>You!</u>**

TB S1 Ep.13 04

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The Review Meeting (4)

An opportunity to improve:

- **Document everything – no matter how painful**

- **Set dates for the completion of every task**

- Agree the team for every task

- Set the date of the meeting to confirm completion

The tasks will be done by the chosen few by the agreed realistic date!

The Review Meeting (5)

The learning process:

- **Understand the factors that made the successes**

- **Define how you are going to replicate the successes – every time**

- **Understand the causes of the failures**

- **Define how to prevent the failures ever happening again – then make sure they won't happen**

Learn from the failures and embed the successes – only JFDIs look for innocent scapegoats!

Series Review (1)

Do you remember the A to Z of questions to ask - especially:

A for Ability	B for Best Practice	C for Customer
D for Data	J for JFDI	T for Team
T for Training	V for Vanity	X for Xceptions

Don't end up like the others!

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Series Review (2)

Remember the messages about Best Practice:

- **Must precede a systems project**
- **Define at the widest level of the organisation**
- **The importance of the Best Practice Team**
- **The future way of life**
- **Understand the 'To Be' processes**
- **Training**
- **Refine**
- **Measure**

Then you might succeed!

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Series Review (3)

Process Mapping to understand the processes:

- The successful projects have detailed maps
- The process maps identify the difference between Today and To Be
- Even a simple process is often more complex than people think – especially at the detailed level
- The maps must include every option that your business offers

Ignoring process mapping is stupid! Its something a JFDI does

Series Review (4)

Your Team:

- Critical for the success of the project
- Those you can't do without in the business because you need the best!
- Plan for the team post-project – they are your <u>key</u> people
- An empowered Control Board that empowers the Team
- A project manager that will inspire the team to deliver and demolish barriers
- Give the team the responsibility of making decisions
- Support the chosen team

The right team is your only hope of success!

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Series Review (5)

Detailed Project Scope:

- **To deliver the Best Practice you are implementing!**

- **Based on the To Be process**

- **Involve the whole organisation now – less change later**

- **Full definition – no 'we can leave that until later'**

- **Agree the scope across the organisation – prevent Scope Creep**

Allowing changes is a sign of feebleness!

Series Review (6)

Control:

- **Project Manager, Business Control Board and the Team are there to control the project**

- **Don't be weak – what is defined is the system**

- **No experiments / new ways of working from IT**

Trust your team!

Series Review (7)

Listen:

- You must listen to what you are being told – you don't know everything

- Local businesses must listen in order to understand what is being delivered

- Listen to the experiences of those who have gone before

  - **STOP thinking of yourself**

    - **LOOK at what is being delivered**

      - **LISTEN to how to implement it**

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Series Review (8)

Data:

- Improve the quality of every aspect of your data

- Bad data costs you money – waste, image devaluation and inaccuracies

- Understand your data – how every field is used – what can be loaded

- Enhance your data well before the data loads start

- Test your data, then test again, and again and ….

Bad data kills projects …. and businesses!

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Series Review (9)

Build:

- **IT may take the lead but business input is essential**

- **Involve the business in testing, the business must be able to use the system**

- **Keep to the agreed scope**

- **Demonstrate the completed parts so that people can see it for real**

- **Publicise progress across the business**

The business team takes the blame for bad Build!

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Series Review (10)

Training:

- **You must explain the Why as well as the How (key strokes)**

- **You must explain the What (has been built) and the Why**

- **Assume no knowledge – that way everyone hears the truth**

- **Good, interesting, detailed training material is essential – then test, test, test**

- **Be very careful with translations**

Skimping on training is fatal!

Series Review (11)

Testing:

- **Testing is critical – allow plenty of time – and then some more**

- **The purpose of testing is to *break* the system – then repair and test again**

- **Real *end to end* Best Practice scripts with real data**

- **Testing also tests the training material**

- **Understand, document and correct every error**

If testing over-runs put back go-live!

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Series Review (12)

Implement / Go-Live:

- The moment of truth!

- Even the best systems may uncover flaws – but they will be minimal whereas with the worst ones …. they'll be fatal

- If you took short cuts you'll have problems at this stage

- Learn from the cases in the presentation

- Don't celebrate too soon – it could turn into a wake!

Skimping on training is fatal!

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Talking Business from SFRD Services

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