Key Outcomes & Reasons

OUTCOMES

Between 65% to 70% fail to meet project targets.

Key failed outcomes include;

- **35% Behind schedule**
- **59% Over budget during and overall**
- **54% Under delivered in scope or performance**

(Often multiple failures)

Root cause of failures

- Financial/Commercial management of people, process and technology

Potential impact: Loss/Gain of 10% to 25% EBITDA.

- **Review:** Interviews with stakeholders in various functional roles to uncover the gaps, weaknesses that impact on a project / program implementation.

- **Research:** Study of other implementations/projects to identify the key critical factors driving successful contract/project implementation.

- **Recommendations:** Develop a set of proposed actions/plans/processes for improving implementations that has C Suite backing

Key Actions for success of Change Management Projects

1	Develop consistent, robust and flexible framework for Change/Implementation processes.
2	Senior Exec level implementation governance steering committee to promptly resolve issues.
3	Program independent consolidated Post Implementation Review (PIR) 3-6 Months post go live
4	Company/Organisation Internal IT & Website to meet user's requirements and needs
5	Clear accountability for Corporate functional roles and Divisional/Support functional equivalents
6	One Off requirements need to be outsourced to experts! e.g. Vehicle Fleet
7	Improve and champion staff & stakeholder understanding of change management across the business
8	Ensure systems can support integrated business models, such as Alliances

People's primary motivation in the workplace is neither money or advancement but rather a personal interest in their jobs, a good environment to work in and fulfilling relationships with their boss and colleagues.

Ray Williams, Vancouver.

Questions?

What else we would like to share and learn?

www.oneworldresourcing.com

Project/Contract Cycle

Resources	Pre-Award	Post-Award – First 100 Days	
	Bidding	Establishment	Delivery/ Operation
Divisional; Resources			
Contract Manager	Lead partner/client relationships	•Establishes systems	•Responsible for performance and client relationship
General Manager	•Assesses ability to deliver •Identifies resources to run the contract	•Delegates delivery responsibility to Contract Manager	•Monitors Performance •Responsible for resources
Stgy&Dev Manager	•Identifies new opportunities & clients •Presents offering to client	•Provides support to team to meet client expectations. (What was Sold)	Ensures Commercial agreements meet required standards
Bid Manager	•Responsible for the tender document	Commercial handover	Captures learnings and innovation
Finance Manager	•Responsible for Client financial audits	•Establishes F&A systems	•Ensures F&A systems are implemented
HR Manager	•Advises on availability contract resources	•Monitors TS HR processes	•Supports contract
HSE Manager	•Advises on compliance requirements	•Establishes HSE systems	•Implements and reports on HSE systems & Tools of Excellence
Quality Manager	•Advises on compliance requirements	•Establishes Q A systems	•Audits QA systems and procedures
Functional Resources implementation Manager implementation Team Enterprise Risk Manager HR & Learning Team BIS Manager Legal Team Corporate Affairs Community and Business Dev Quality Assurance Team Payroll Team Industrial relations Team Finance Systems & Process Team Treasury (Corporate)	Advises on establishment needs Conducts Risk Workshops Advises on capability and support documentation Advises on cost of BIS and appropriate systems Advises on acceptability of contract terms Advises on branding Advises on capability Advises on compliance requirements Advises on capabilities Advises on capability Advises on capabilities	Supports Contract Manager - systems Conducts Risk Workshops Arranges training and development Recruitment of personnel Establishes IT systems Advises on variations/breeches Develops branding Supports establishment of systems Will support with resources if required. Processes payroll payments Establishes Payroll System Support EBA negotiations Establishes F&A implementation Plan. Solution and Cost review Establishes banking arrangements	Conducts Post-implementation Review Conducts quarterly or six-monthly Risk Review Arranges training and development Recruitment of personnel Conducts Post-implementation Review Advises on variations/breeches Conducts HOR Surveys Conducts implementation reviews during and after the implementation process. Provides Post Go-Live Support Processes payroll payments Support EBA negotiations Implements Finance systems and processes

Next Steps?

- Change strategies are usually based on false assumptions about the predictive nature of the world and a linear approach to those strategies.

- Change is an inside-out process, beginning with individuals, particularly leaders, not an outside-in process.

Ray Williams, Vancouver