Implementation Leadership

Enterprise-level transformation can be a massive undertaking often involving a high level of complexity, a significant commitment of resources, and a lengthy transitional process. Executed successfully, business transformation enabled by technology can create significant benefits and capture an enduring strategic advantage. Five critical success factors for strategic program leadership include:

- **Business Case Clarity**
- **Future Model Design**
- **Unified System Development Lifecycle**
- **Program Leadership & High-Performance Teams**
- **Governance**

I. BUSINESS CASE CLARITY

It is essential for complex, multi-faceted implementation programs to maintain focus on the end-state, business results that initiated the program in the first place.

- **Key Performance Indicators (KPIs)** - A strong KPI System endeavors to provide relevant, active measurement of progress and results on an ongoing basis. Meaningful KPIs also provide input to potential refinements that may be needed along the way.
- **Performance Management** – The KPIs should become part of the program's performance management system including performance plans and incentives for the key leaders and team members.
- **Communications Plan** - Active communication to key stakeholders and all team members is critical to success. All participants should understand the future state and intended business benefits and have visibility to relevant status, risks and issues.

2. FUTURE MODEL DESIGN

When implementing technology, it is imperative to envision the new way the business will operate in the future (and not replicate the way things have always been done). Designing the future operating model is necessary to maximize productivity and deliver an improved customer experience.

- **Business Process Design** - Design and optimize core business processes to leverage the technology and enhance efficiency, speed and ease of use for customers.
- **Technology Solution Design** – Apply data and technological solutions to enable the process, achieve business objectives and enhance the customer experience.
- **Organization Design** - Structure and align roles and resources to improve performance, increase agility, and meet customer needs.

3. UNIFIED SYSTEM DEVELOPMENT LIFE CYCLE (SDLC)

A successful program is based upon setting business-driven milestones while leveraging agile principles.

- **Methodology Alignment** – There are many versions of effective methodologies. The key is to clearly define the approach that will be used for your program and ensure that executives, managers and team members are educated and aligned on the adopted methodology.
- **Business Requirements Definition** - Identify and document specific business requirements to ensure a clear understanding among stakeholders and drive the systems development lifecycle.
- **Testing Center of Excellence** - Establish a hub within your organization early in the program to standardize and optimize testing processes, tools, and expertise.

4. PROGRAM LEADERSHIP & HIGH-PERFORMANCE TEAMS

Strong program leadership and project management coupled with high performance teams operating in a positive culture are the lifeblood to program success.

- **Strategic Program Leadership** - Lead and coordinate multiple, related projects to ensure they align with the strategic goals and are executed effectively while managing risk.
- **Project Management** - Plan, align and manage tasks, resources, and timelines to successfully complete a project within scope, time, and budget parameters.
- **Focused, Dedicated Teams** - Dealing with resource contention is a major challenge for change initiatives. One strategy is to operate with relatively small, focused teams of dedicated resources to work on clearly defined objectives and deliverables.
- **Positive Team Culture** – Envisioning, implementing and achieving a change agenda is not for everyone. Successful team members must be willing to deal with ambiguity and messiness while overcoming obstacles and solving problems.

WINNING THE FUTURE REQUIRES A COHESIVE STRATEGY AND RELENTLESS EXECUTION.

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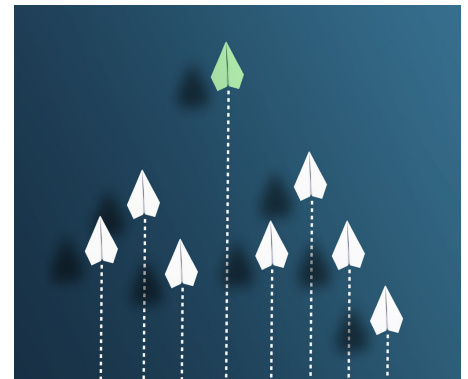
5. GOVERNANCE

A strong governance framework should help enable program success while mitigating risk.

- **Executive Sponsorship** – Strong executive sponsorship to communicate the business case, provide resources, remove barriers, mitigate risks and reward success is essential.
- **Organizational Accountability and Capacity** – Establishing owners of each initiative within the program is essential to effective execution. Equipping these leaders with sufficient resources is key component of effective governance.
- **Health Checks** – Conducting periodic, objective health checks of the overall program is a best practice that can prove beneficial to reinforce and reward what is working well and address shortcomings and gaps.

Balanced Growth can work with you and your team to help maximize the probability of success and mitigate the risk of your strategic programs.

KEY DELIVERABLES

- Benefit Realization Plan
- Key Performance Indicator System
- Performance Management
- Communication Plan
- Future Model Design
- Methodology Definition and Training

- Business Requirements Definition
- Testing Strategy
- Testing Design
- Program Roles & Responsibilities
- Project Plan
- Status Reporting
- Risk Mitigation Plan
- Health Check Indicators and Dashboard

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