



Project Training

Background

The company's IT Department adopted Agile Scrum methodology with the promise of delivering projects on-time, on-budget and quicker than the previous waterfall method.

All appropriate IT staff were trained in Scrum and they were now ready to commence implementing projects.

After 12 month they achieved mixed success. Some projects were delivered as required but most were not, one project was substantially over budget and had not delivered any functionality to the business users.

We were engaged to review the specific project and also how well the agile methodology was being applied.

Our review highlighted several issues including:

Sponsor

There was confusion as to who was the sponsor and their roles and responsibilities. This resulted in a lack of clarity and at times the projects being pulled in different directions.

Scope and Requirements

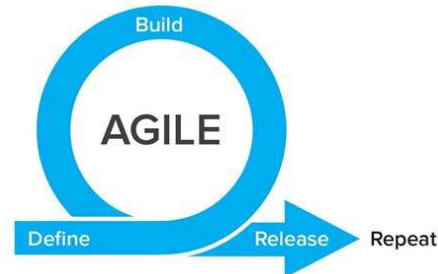
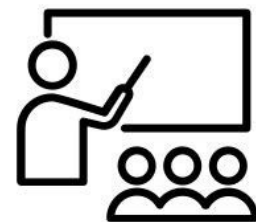
It appears the root cause of some of the project problems was the lack of detail and clarity in the scope and requirements.

Change Management

There was a view that the change activities were at too high a level and did not address day to day issues, particularly team development and conflict resolution. In addition, as the project dragged on resources were diverted to other projects.

Vendor and Quality

There is ample evidence that the vendor using an onshore/offshore model did not deliver the quality required and that the vendor was not responsive to their needs. The vendor also reported that they had concerns about the attitude of some South East Water staff.



Services we provide ...

- Benefits Realisation
- Business Improvement
- Process Management
- Strategy and Planning
- Business Case Development
- Mentoring
- Project Management
- Change Management



Project Management

The Agile / Scrum project methodologies were not followed as they were intended. When there was time pressure on deliverables, aspects of project management were skipped or not adequately covered.

Project Training

We recommended the ICT project staff, appropriate sponsors and other stakeholders undertake our training program. We conducted training in the following areas:

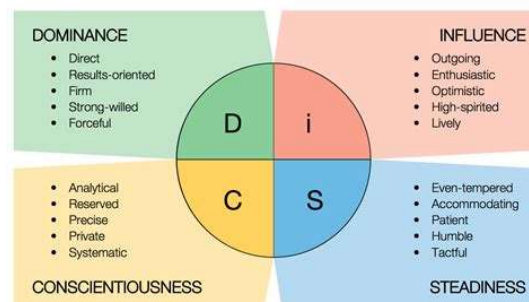
Sponsorship - The roles a sponsor play in a project with particular emphasis on detecting early warning signs of project failure/stress (2 hours).

Methodology – How to best use the methodology and aligning to the business culture. Particular emphasis was on ensuring business users were ready to make decisions and were not worn out by the extent of testing they were required to do (1 day).

Benefits Management - Ensuring that all the project team understood how they contribute to delivering benefits. Making benefits the focus of project conversations and making them visible (1/2 Day)

Culture – Understanding the impact culture has on project management. In this instance, ensuring the business users were not exhausted with continual change, how to change the language so business users were clear on what project staff were saying (1/2 Day).

Change Management – We trained ICT and other staff on some of the tools that can be used with the ADKAR methodology. These included developing the change story, WIIFM, stages of change, understanding and assessing earning styles and DiSC assessments (1 Day).



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