

Lessons Learned from a Failed System Implementation
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Introduction

- What happened in Roanoke in early July 2005
- The purpose of sharing this story
- Background about Roanoke and its financial system upgrade

The Contract

- Start with a solid contract and let the contract do its job for you
- Focus on the deliverables

The Project Plan

- This is your roadmap!
- Put a quality project plan together and update it according to the dynamics of the project

The Project Team

- Senior management
- Middle management
- Staff in accounting, budget, purchasing, etc.
- Functional members
- Technical members
- User involvement

The Talent Search

- Putting together the right team
 - With projects like this it's "experience, experience, experience"
 - Know of a good project person – grab him or her!


The Importance of Leadership

- In the absence of leadership, your people will get lost!
- Who should lead this type of project?



Little Things Do Make a Difference

- Morale lifters
- Dealing with the overtime
- Things called creature comforts



Ownership of the Project

- Remember this is going to be your system
- The client should own the decision making
- The client needs to know how to run the system



Vendor Relations and Vendor Management

- Manage your project and manage your vendor!
- Be clear about your expectations
- Don't hesitate to ask for what you need
- Plan ahead concerning consultant staffing needs




Project Management Tools

- Learn that project plan!
- Staffing budget
- Consultant staffing schedule
- Shared repository for project data
- The "war" room
- Methods of communication
 - Call centers



Let's Talk About Meetings

- "Who needs meetings?"
 - Can you hear the collective grumble?
- Benefits of meetings
- Groups that should meet
- Written meeting minutes
- Importance of monitoring the value and changing as needed



Time Management


- Be mindful of the consultant's travel schedule
- Ironing out processing schedules
- Deadlines matter – know that project plan
- Use the weekends to your benefit



Planning

- Planning is key!
- Planning for success
- Planning for failures

"Failing to plan is planning to fail"



Some Golden Rules

- Don't keep secrets!
- Remember, if you aren't part of the solution, you must be part of the problem!
- Poor planning on someone else's part should not constitute a crisis on yours!



Wrap Up ~ Q & A

- One of the best things which can come from a difficult experience is the opportunity to help someone else avoid the same problems!
- Call anytime! (but mostly after July 5, 2006 :o)
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