

Even When IT Projects Succeed, They Can Fail

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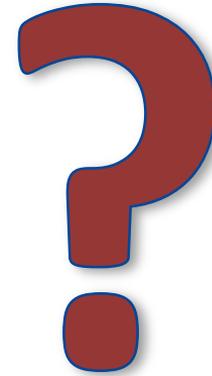
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PRESENT: BUILDING ON SUCCESS 2017
**BREAKTHROUGH RESULTS FOR
GOVERNMENT AND BUSINESS**

Question

How hard is it do deliver enterprise software development projects on time and within budget--while meeting all of the requirements?



Data solution

- Expensive to build and maintain
- Produces aggregated data from several data sources, multiple reports and graphs
- Very little operational use

COTS solution

- Customized/change requests
- Time and cost overruns
- Off upgrade path
- Backlog of enhancements

On-line solution

- Added additional steps to process flow
- Longer lead time than paper process
- Did not eliminate traditional methods – paper, mail, fax, etc.

Search engine solution

- Business drove technical requirements
- Resulted in more complex search process
- Poor customer satisfaction
- Increased overhead

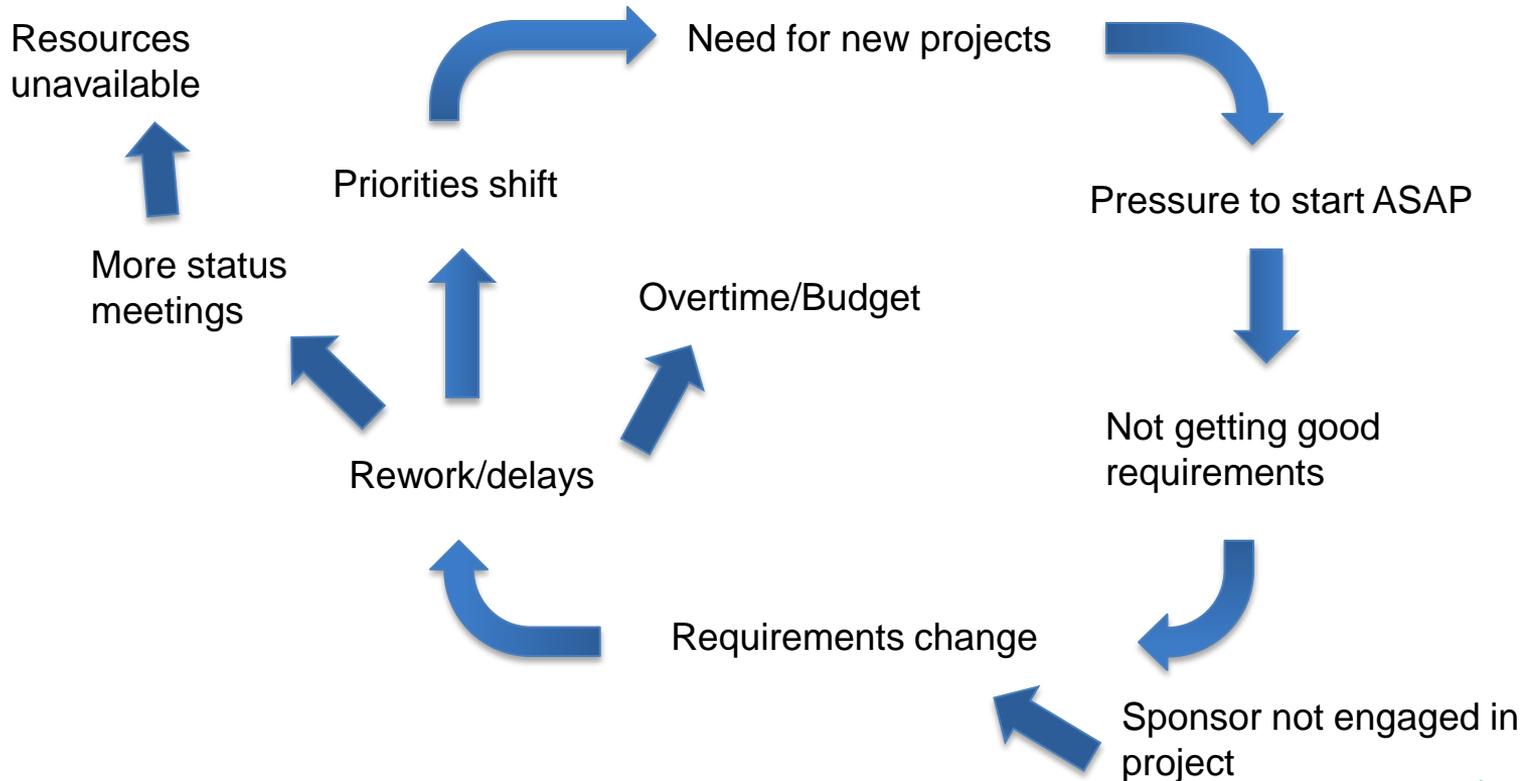
Undesirable effects of these projects:

- Product did not get utilized
- Product did not improve flow of work
- Project was more expensive and difficult to finish due to constant churn of requirements
- Product made process more complex
- Wasted time and resources/opportunity cost
- Low or no return considering level of investment

Challenges

- Business wants to start ASAP!
- Poor requirements
- Sponsor not engaged in project
- Estimates are inaccurate
- Resources not available when needed
- Rework
- Not a “partnership”, poor collaboration
- Scope/requirements change
- Priorities shift
- Excessive status meetings
- Wrong solution selected
- Over time/budget

Vicious Cycle



Flow solutions

Big focus and effort on increasing the speed of projects:

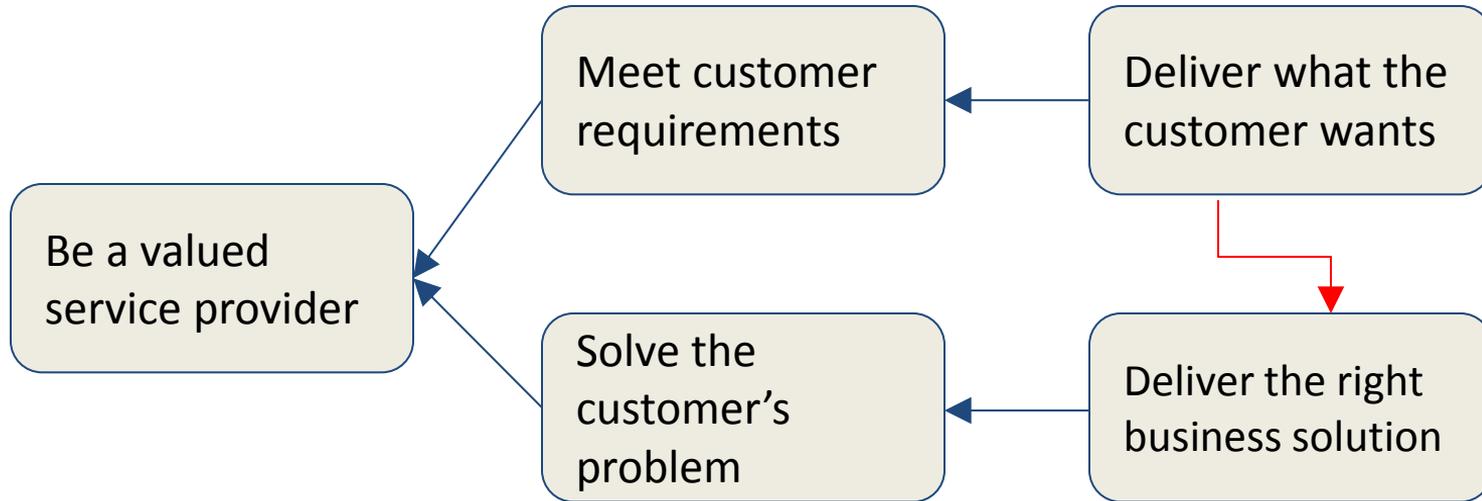
- Staggering: reduced work in process
- Project planning: right-sized tasks
- Single tasking: reduced multitasking

Task completion rate increased dramatically

Slight increase in project throughput

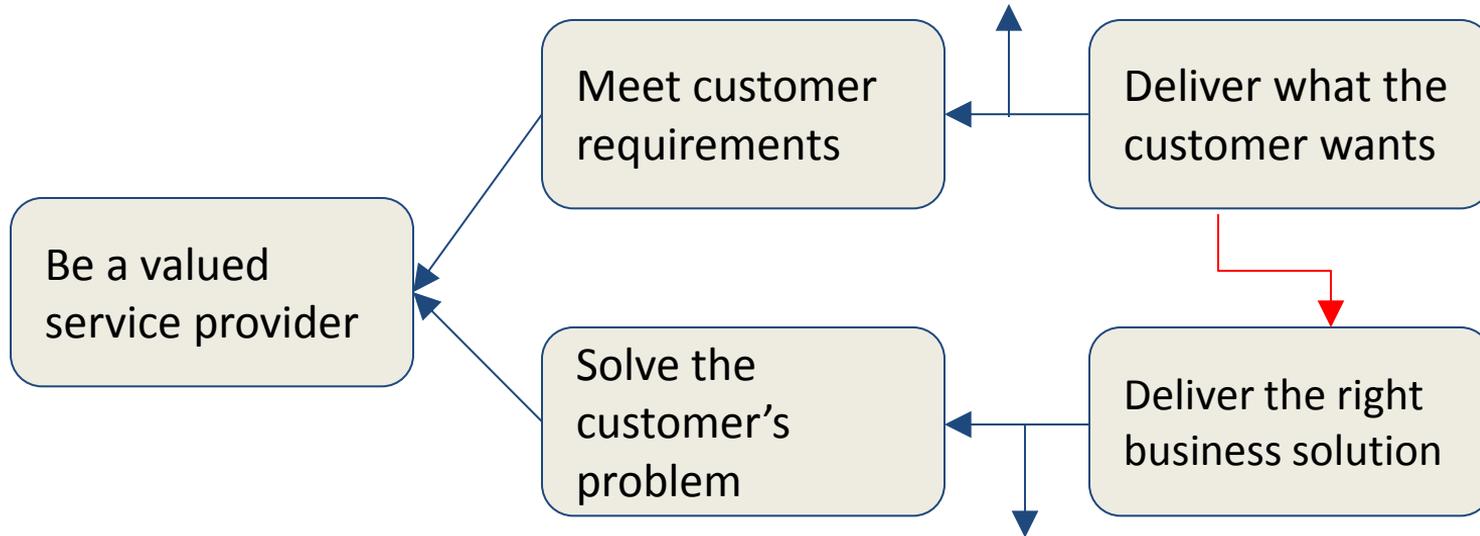


Conflict



Assumptions

- IT does not understand the business solution
- IT sees itself as a technical service provider



- The customer may not always know the “right” solution
- IT understands the power of technology

Assumptions

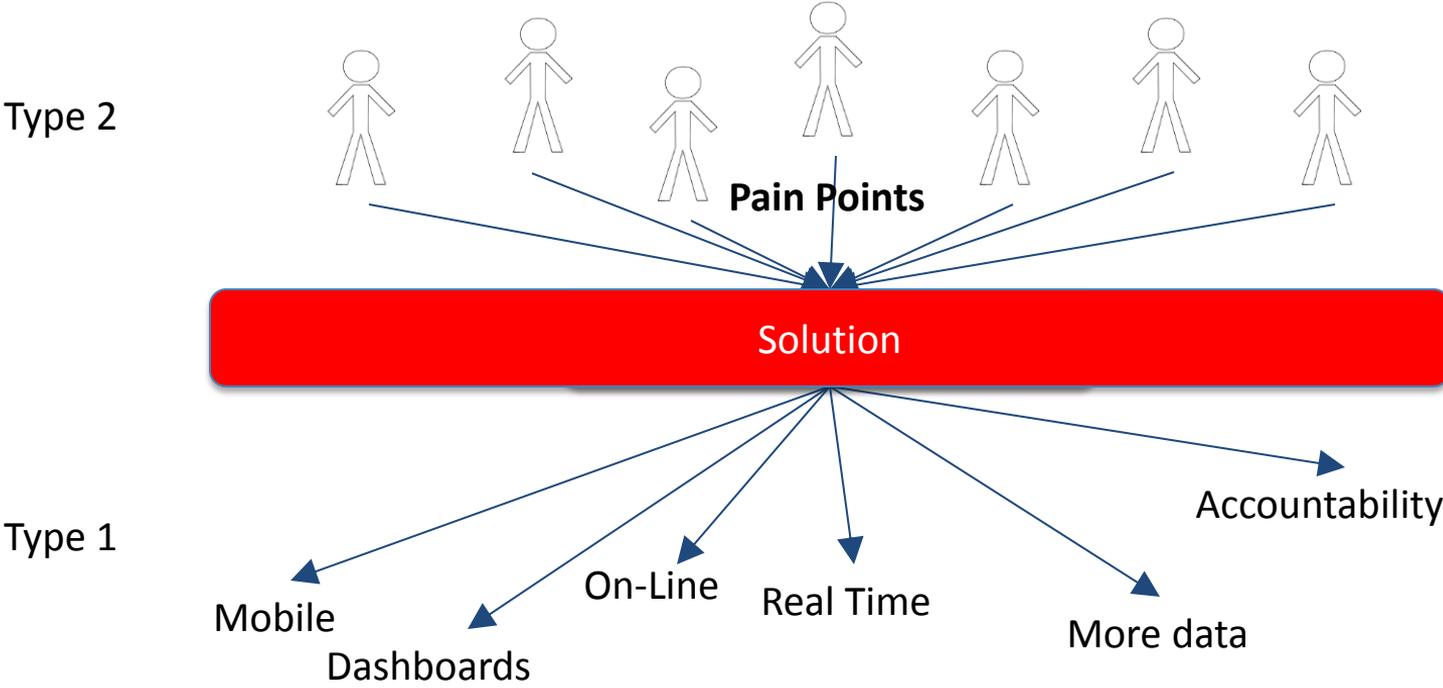
Which assumptions do we want to challenge?

1. IT does not understand the business solution; IT sees itself as a technical service provider
2. The customer may not always know the the “right” solution; IT understands the power of technology

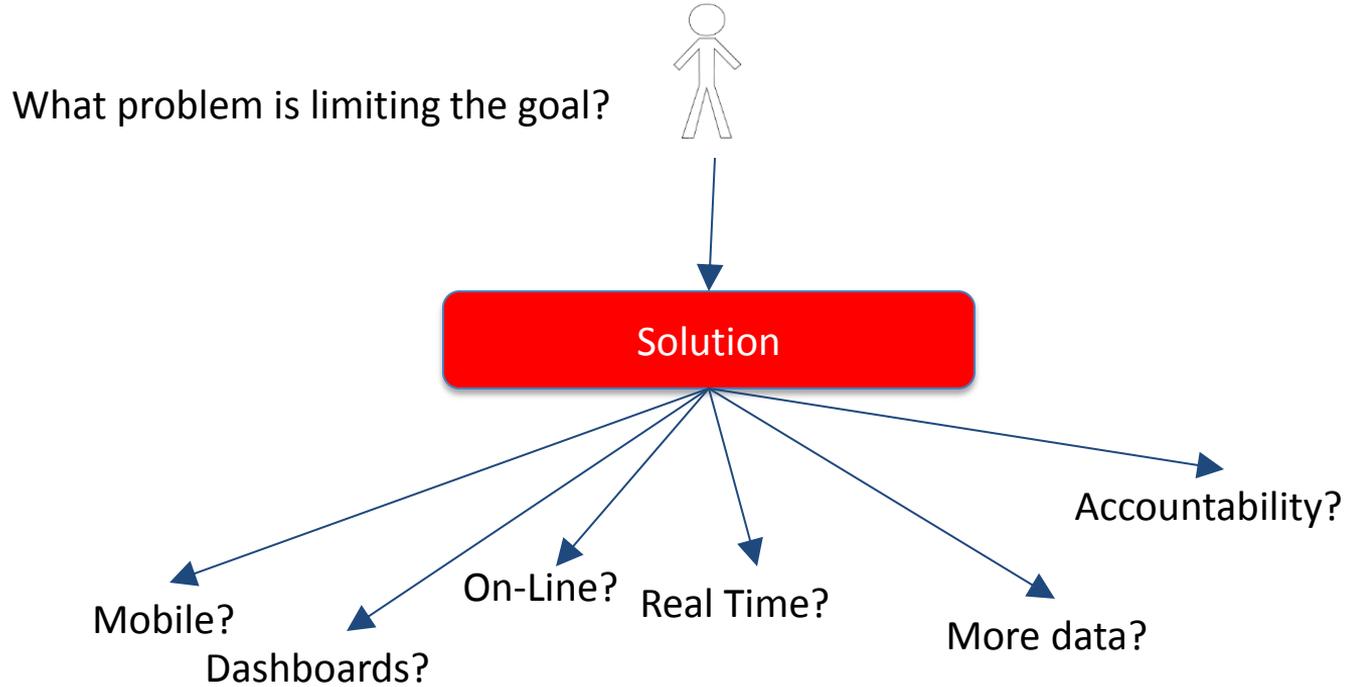
Type 1 errors: Doing things that do not move a system closer to its goal
(results in losses that are evident)

Type 2 errors: Not doing things that move a system closer to its goal
(results in huge losses that are hidden)

Loss of Focus



Focus

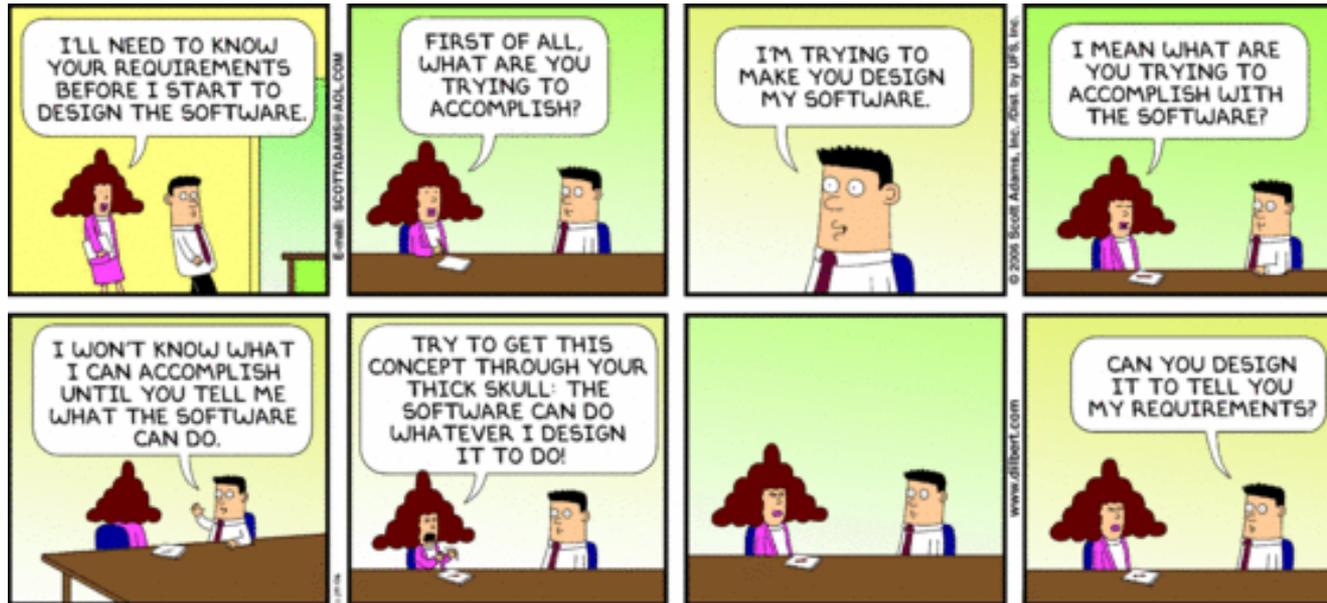


Direction of a solution

We have a way to quickly determine the business problem and identify the right solution

We understand flow principles, root cause analysis and IT feature design

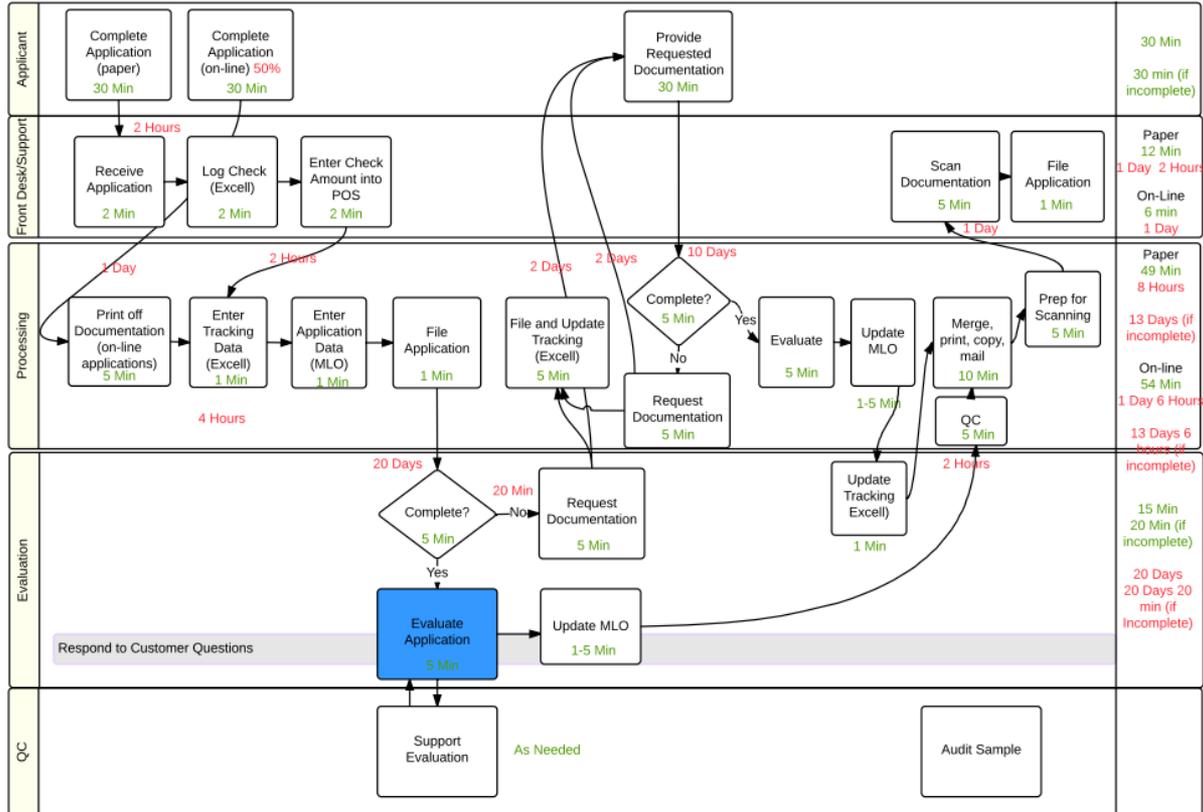
Assumptions



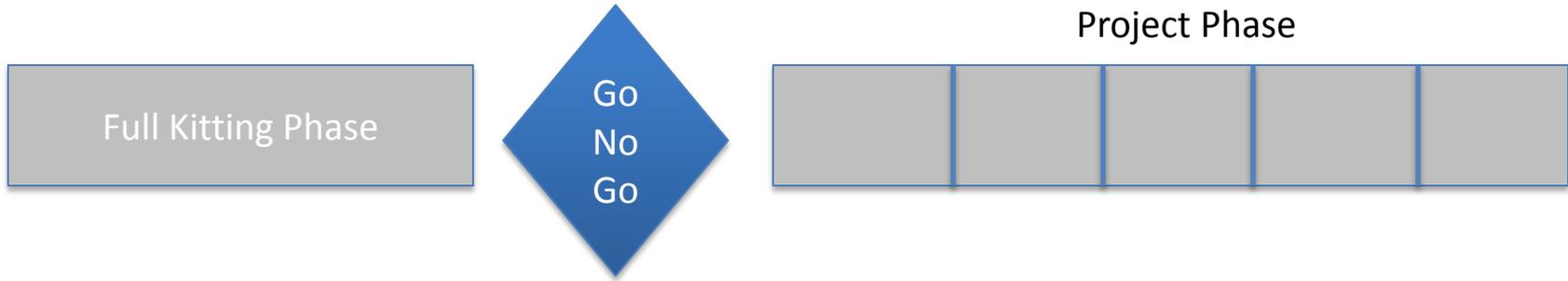
Direction of a solution

1. We need to change our engagement process for new projects
2. A full kit is needed to avoid type 1 and 2 errors:
 - There is agreement with the customer on the business problem and how it will be solved to deliver value to the business (Type 2)
 - There is agreement with the customer on the crucial functionality that is necessary to deliver the value (Type 1)
 - There is commitment from the customer to make the necessary business changes to leverage the technology (Type 2)

Direction of a solution



Direction of a solution



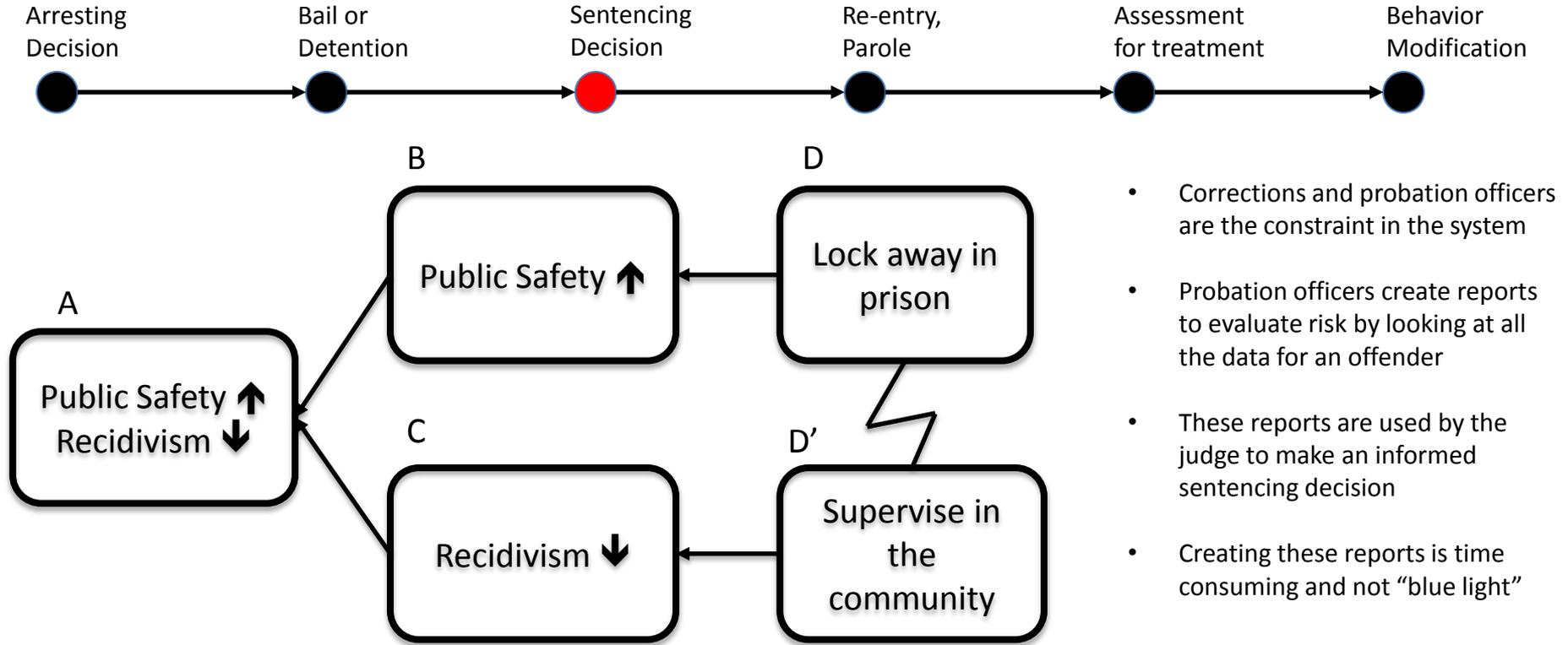
Business Case

1. Business problem
2. Best solution to eliminate problem
3. Business changes
4. Resource commitment

Risks and Challenges

- Culture and perception
- Required skills and capabilities
- Role of management (what's my job?)
- Impact to billing
- How to define and measure value to customers (cost vs. business value)

Example – Data Integration



Example – Data Integration

Template

1. Key decision point: Sentencing Decision
2. Goal: ?
3. Needed data: ?
4. Constraint: ?
5. Questions: ?
6. Model of situation: ?
7. Decision rules ?

Conclusion



Don't see hard work making a difference



Contributing real value

Questions

Thank you!

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