

SYSTEM IMPLEMENTATION STRATEGIES

AKA, WHAT HAVE WE
LEARNED BY NOW?



Endeavor



MIXED IMPLEMENTATION RESULTS

There seem to be several different kinds of implementation approaches that have been used by companies over the last 10 years

Results of these approaches have been decidedly mixed ... from “seamless go live” to “corporate root canals”

But we have learned a lot!

TWO CRITICAL IMPLEMENTATION VARIABLES

The kinds of implementation approaches are the result of two critical variables



The top management decision to either “deploy” or to allow business units to make their own “adoption” decisions



How the implementation efforts are organized (i.e., one readiness project or two)



ORGANIZATION

OF IMPLEMENTATION EFFORTS

THE ONE-PROJECT ORGANIZATION

This will always be a “technical project” (i.e., an Engine Project”

All work in and around the new system will be directed by the technical project manager only (i.e., IT PM)

THE TWO-PROJECT ORGANIZATION

Two projects are commissioned ... one to get the system/engine ready and a second to get the business/Chassis ready

The two projects will both report to a Program Manager who makes sure the business and the system are ready to go live at the same time





TOP MANAGEMENT DECISION

TO “DEPLOY” ... MEANS THAT EVERY USER WILL USE THE NEW SYSTEM BY THE SET DATE

Example: Continental Airlines pilots will implement new engine start procedures at 0800 hours on Monday, March 23, 2009 (using the new procedures is not optional ... failure to comply will have severe career consequences)

TO “ALLOW ADOPTION” ... MEANS THAT EACH USER MAY CHOOSE TO USE THE NEW SYSTEM OR NOT

Example: “Pilots, we have installed a new navigation instrument in all cockpits ... you can give it a try “

Neither decision is “better” ... it depends on intentions ... and the nature of the innovation (new problem-solving app – adoption; an ERP or accounting system – deployment)





SYSTEM IMPLEMENTATION STRATEGIES

ORGANIZATIONAL STRUCTURE

ONE SYSTEM READY
(ENGINE) PROJECT

BUSINESS PROGRAM WITH TWO PROJECTS

- System (Engine) Ready Project
- Business CHASSIS Ready Project

<u>Executive Decision</u>	Deploy (required)	Agonizing Results <i>(Root Canal)</i>	Complete Results On Time
	Adopt (optional)	Technical Success / Business Failure	Slow and Incomplete Results





IMPLEMENTATION STRATEGIES

TECHNICAL SUCCESS / BUSINESS FAILURE

IT puts only a system/engine project in place (i.e.,
No chassis project)

... and top management does not take an explicit
stand on deployment (so adoption is “assumed”
by business units and users)

this will be the default implementation if direct
action is not taken to put a business/chassis
readiness project into effect...

AGONIZING RESULTS ... REFERRED TO AS THE “CORPORATE ROOT CANAL”

IT technical (engine) project only ... and

A boss that does send the deployment message ...
“you will use it” (even if you have not been
prepared)

... since there is no business/chassis readiness
project, it feels like a “cram job” to the users...
intense hard feelings are a certainty





IMPLEMENTATION STRATEGIES

LOW AND SLOW (OK RESULTS THAT APPEAR VERY SLOWLY)

The implementation is a business program focused on business results ...

Two complementary projects that get the system/engine ready and the business/chassis ready to “go to work at go live”

But the boss that does not send the deployment message ... so everyone assumes it is an adoption (i.e., Elective)

This approach is likely to be seen as a “failure” if expectations of slow adoption are not loud and clear

SUCCESSFUL IMPLEMENTATION ... ON TARGET, ON TIME, AND ON BUDGET

The implementation is a business program focused on business results ...

Two complementary projects that get the system/engine ready and the business/chassis ready to “go to work at go live”

A boss that does send the deployment message ... people know it is mandatory

This approach will not always be liked at first, but it will be “business effective”



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JOHN MCKEEVER

800-846-4051

jmckeever@endeavormgmt.com

www.endeavormgmt.com