Stop Thinking of Them as IT Projects

Presentation to the FMI PD Week

November 21, 2018

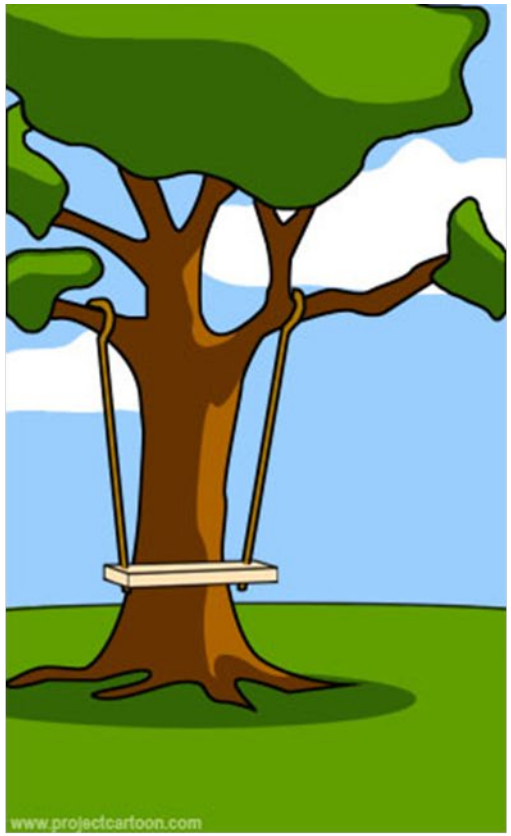
By: Dr. Marc Fortin

Patricia Sauvé-McCuan

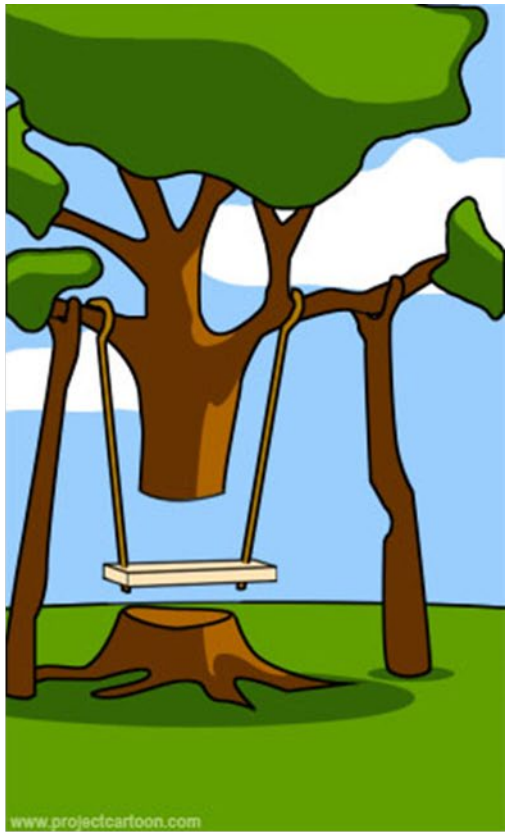
Objectives

- To start a conversation; to present a different perspective on achieving business outcomes through projects
- To educate; to allow FM community to influence for greater project success

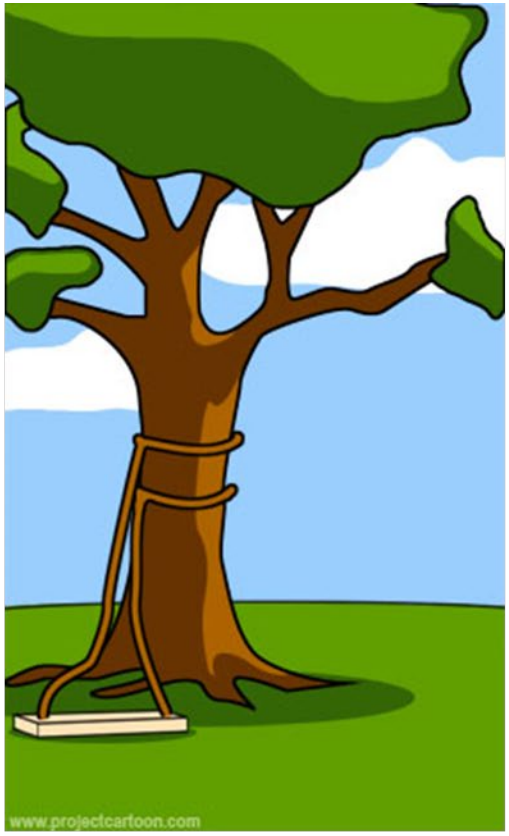
How the customer explained it



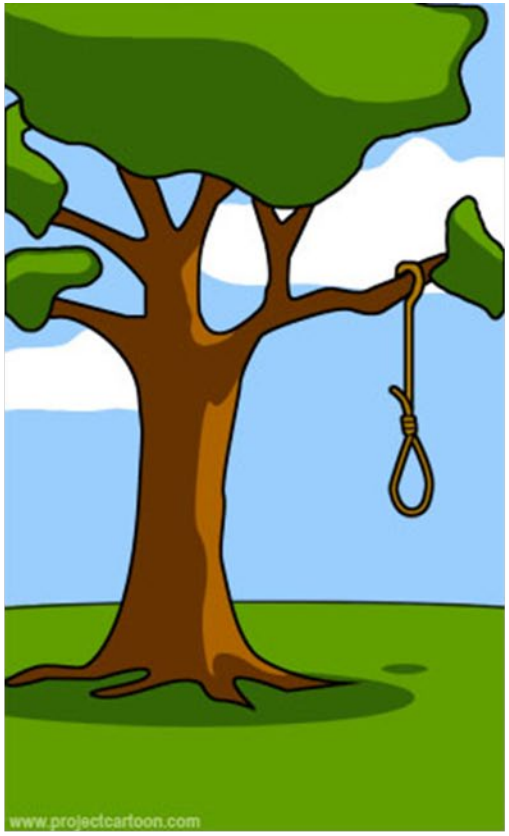
How the project leader understood it



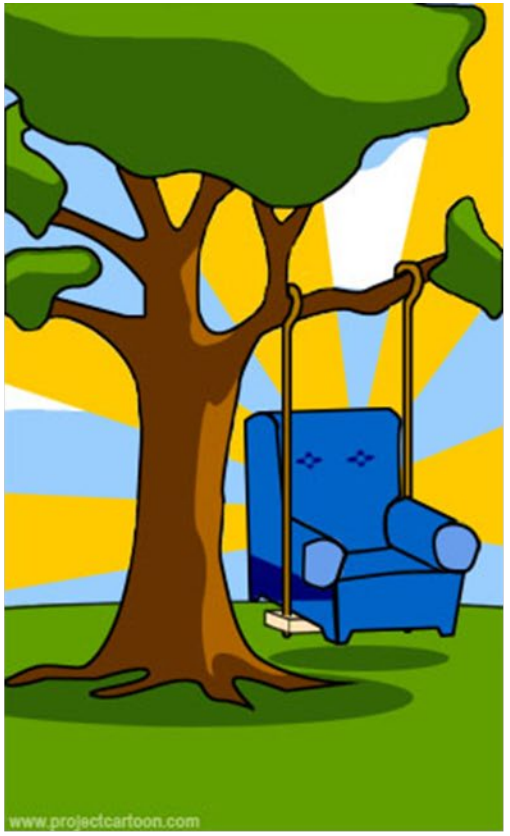
How the analyst designed it



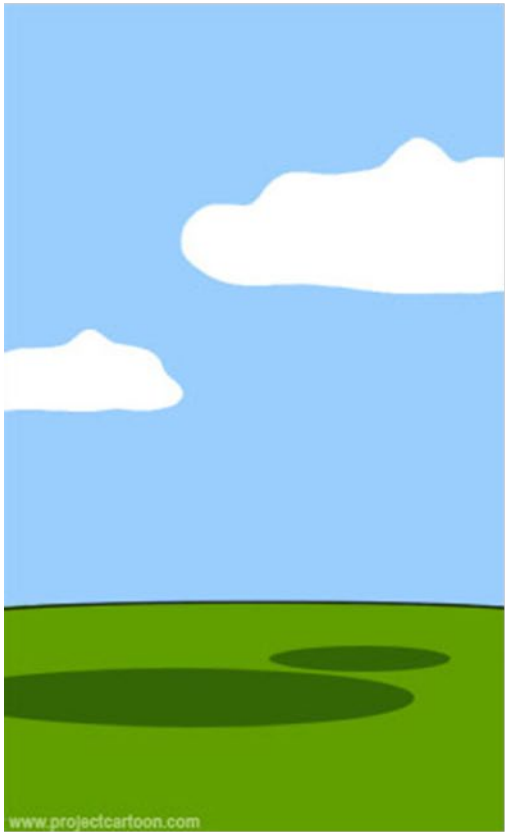
How the programmer wrote it



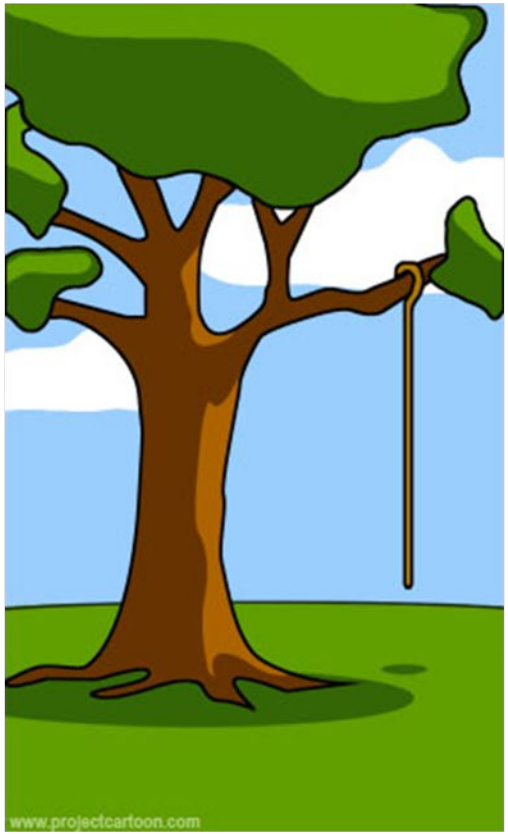
What the beta testers received



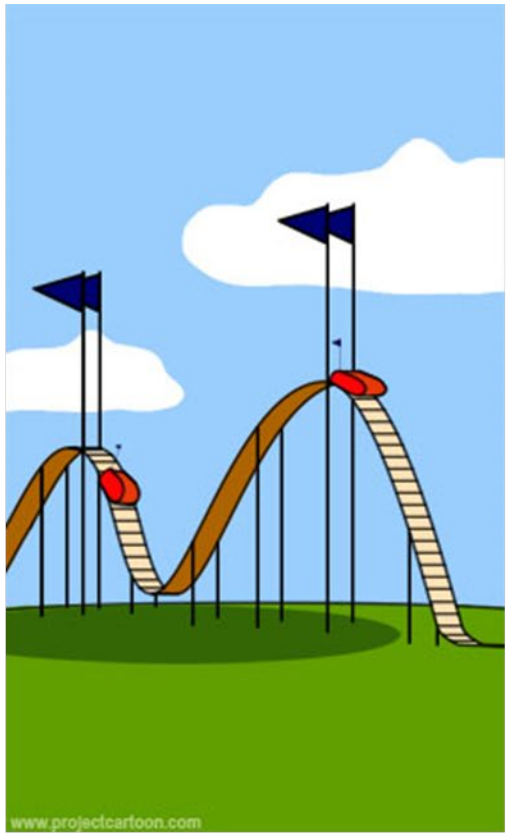
How the business consultant described it



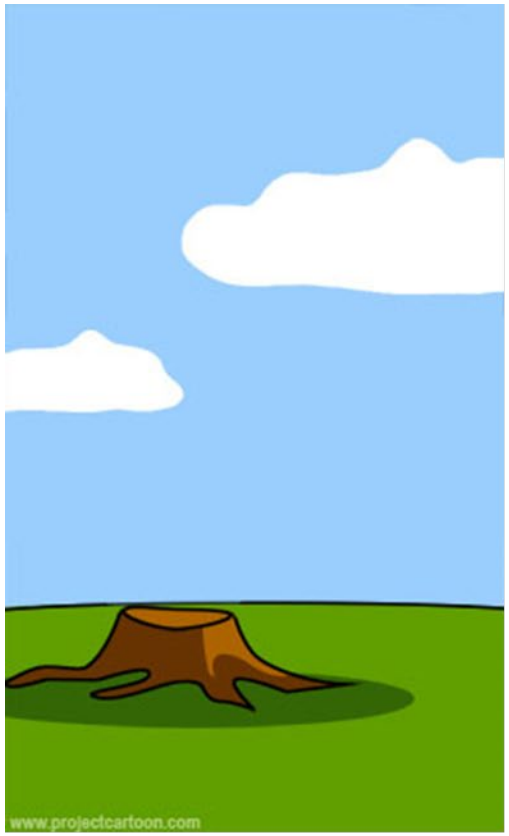
How the project was documented



What operations installed



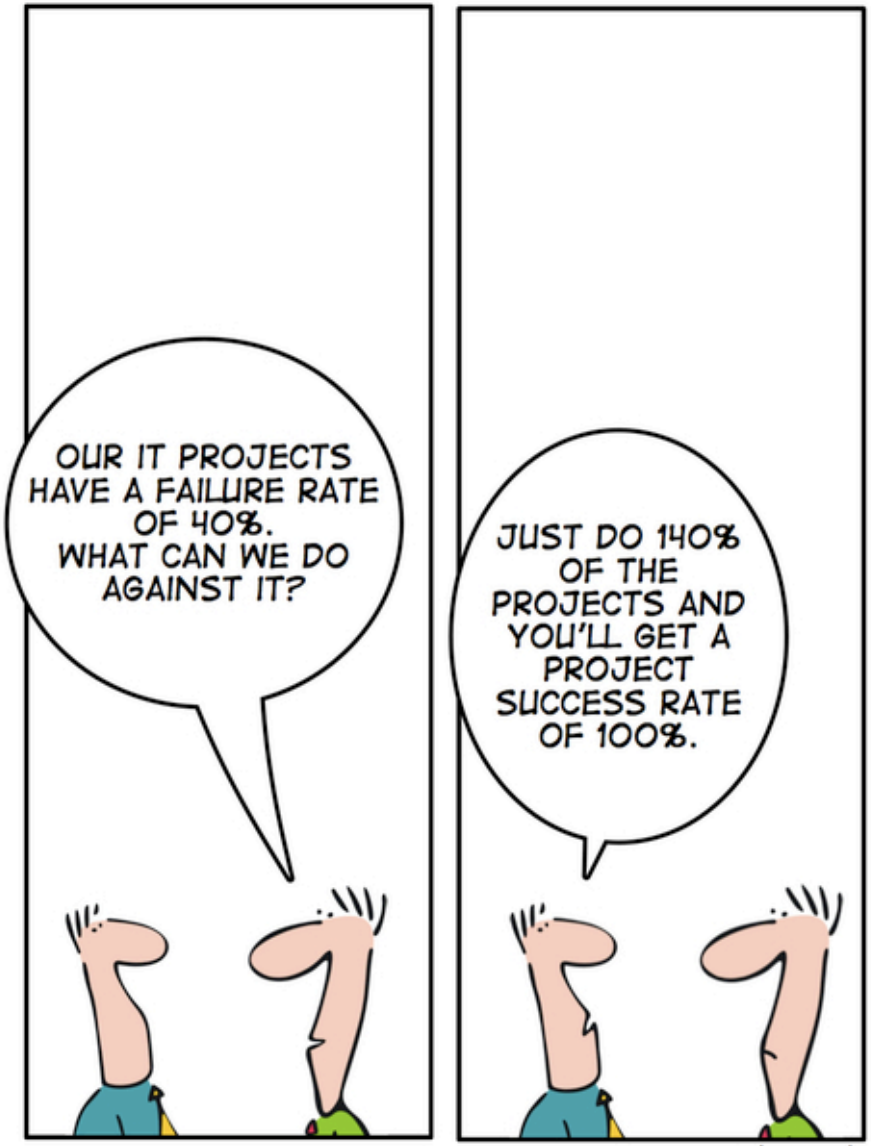
How the customer was billed



How it was supported

What marketing advertised

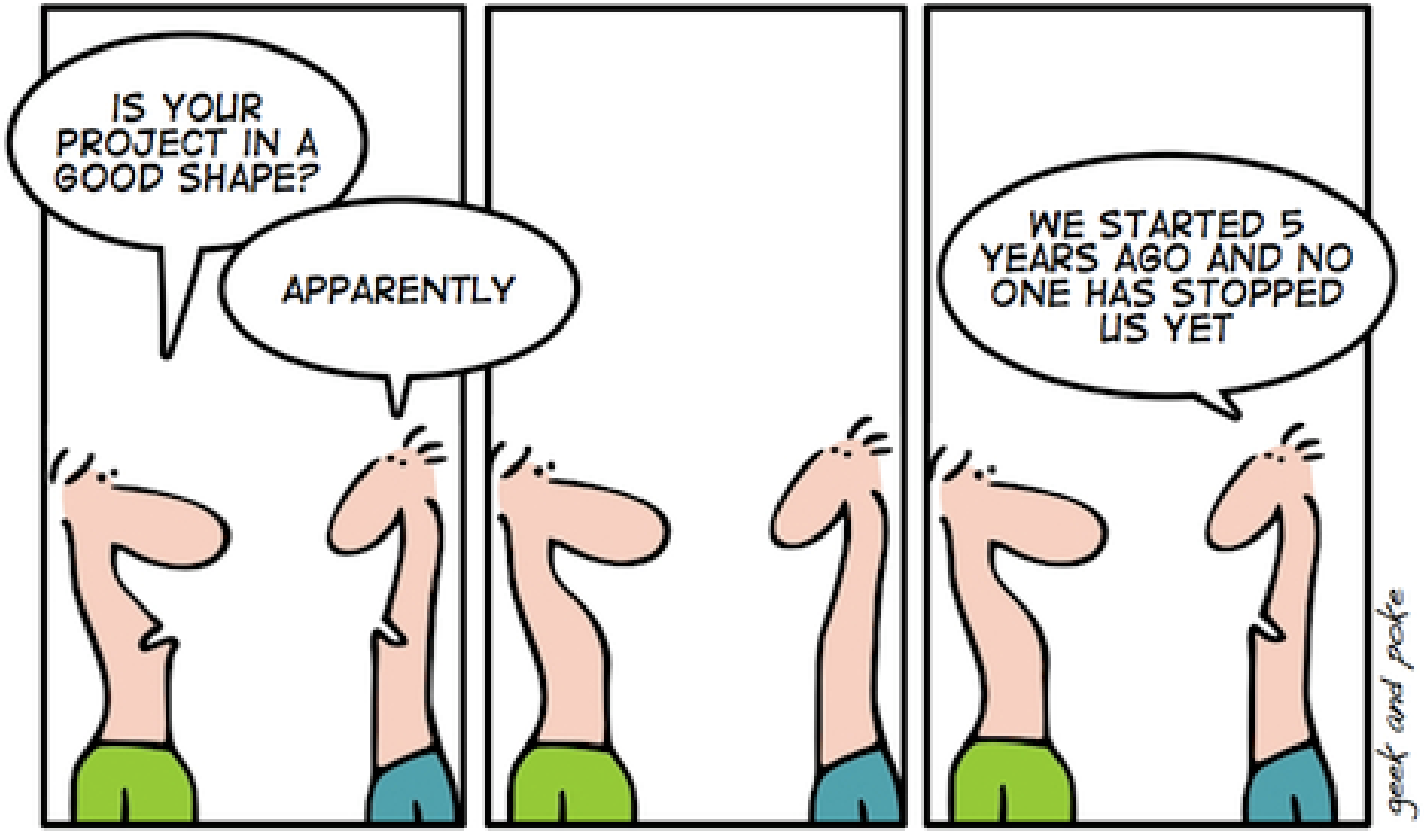
What the customer really needed



THE CONSULTANTS HANDBOOK PART 6:
ALWAYS DO THE MATH YOURSELF

Historical project approach

- System replacement mind-set often exists as key business driver
- Outcomes at the end of a multi-year IT project
- Internal process focused
- Each problem is unique, each organization is unique and ‘we need to build our own’
  - Unsuccessful private sector relationships
- High fence between business and IT
  - IT cannot/should not influence the business; business leads



ONE YEAR IN A IT PROJECT - DAY 19

Today's realities

- Outcomes are at the end of a long multi-year IT project; solution often obsolete before the project is completed
- 'Out-of-the box' functionality is misunderstood
  - Software is a human creation; some artistic, human elements to IT
- High fence between business and IT
  - IT cannot influence the business
- IT projects are not engineering projects; estimating IT projects is difficult
- Lots of GC evolving GC direction and policy

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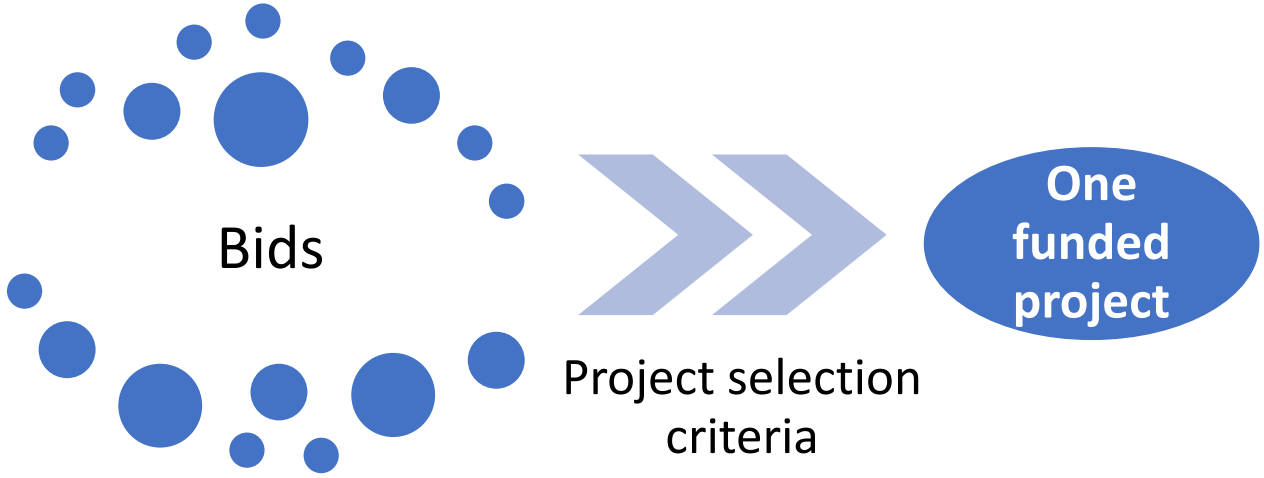
An innvovative way forward

The “project” approach was too slow – we were loosing

Solution definition	3-6 months
Solution options analysis	3-6 months
Contracting process	9-18 months
Delivery of solution	3 years (+1 year extension?)
Total	51-78 months

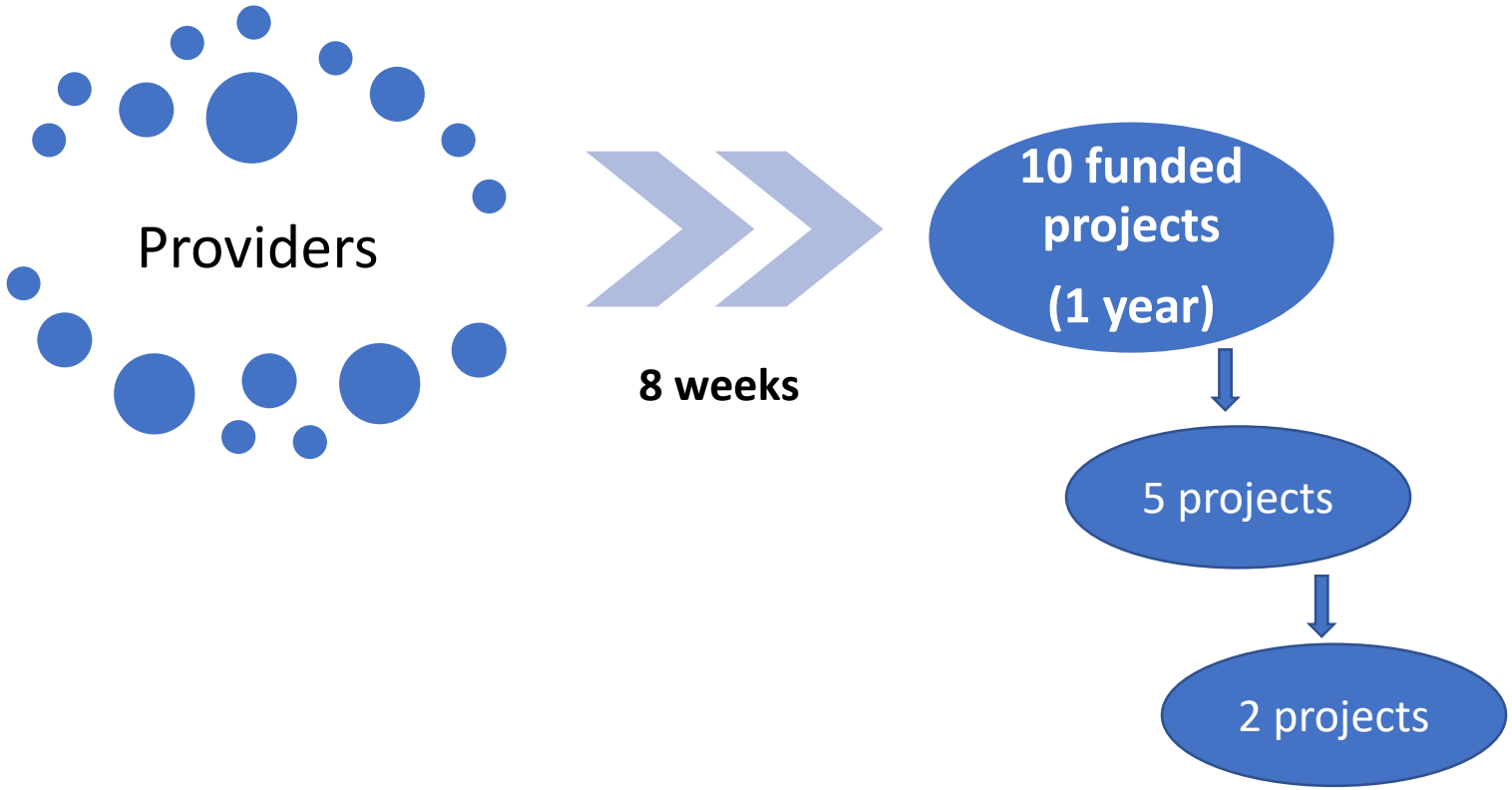
Knowledge and technology are increasingly distributed

Yet, the approach to funding a research project was to “select out”, i.e. to identify one successful bidder that would get the contract.



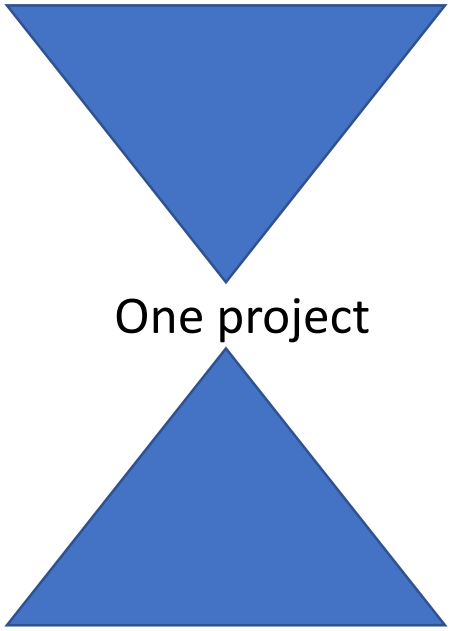
The IDEaS program increased diversity and speed …

- By starting with the problem, not the solution

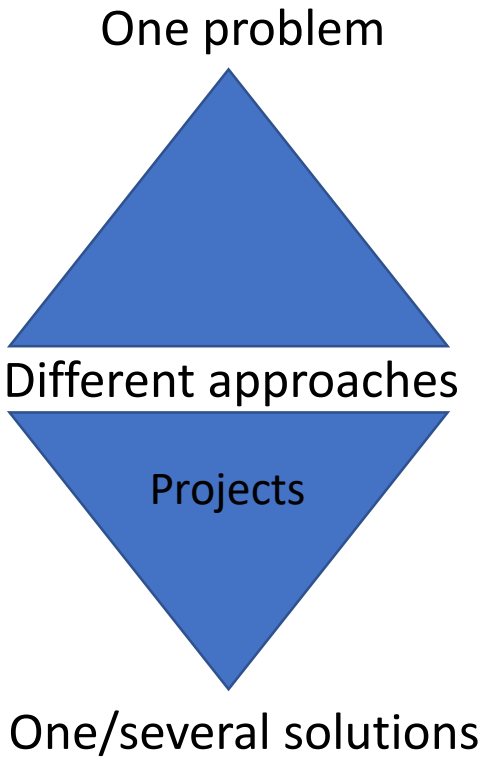


Changing the paradigm

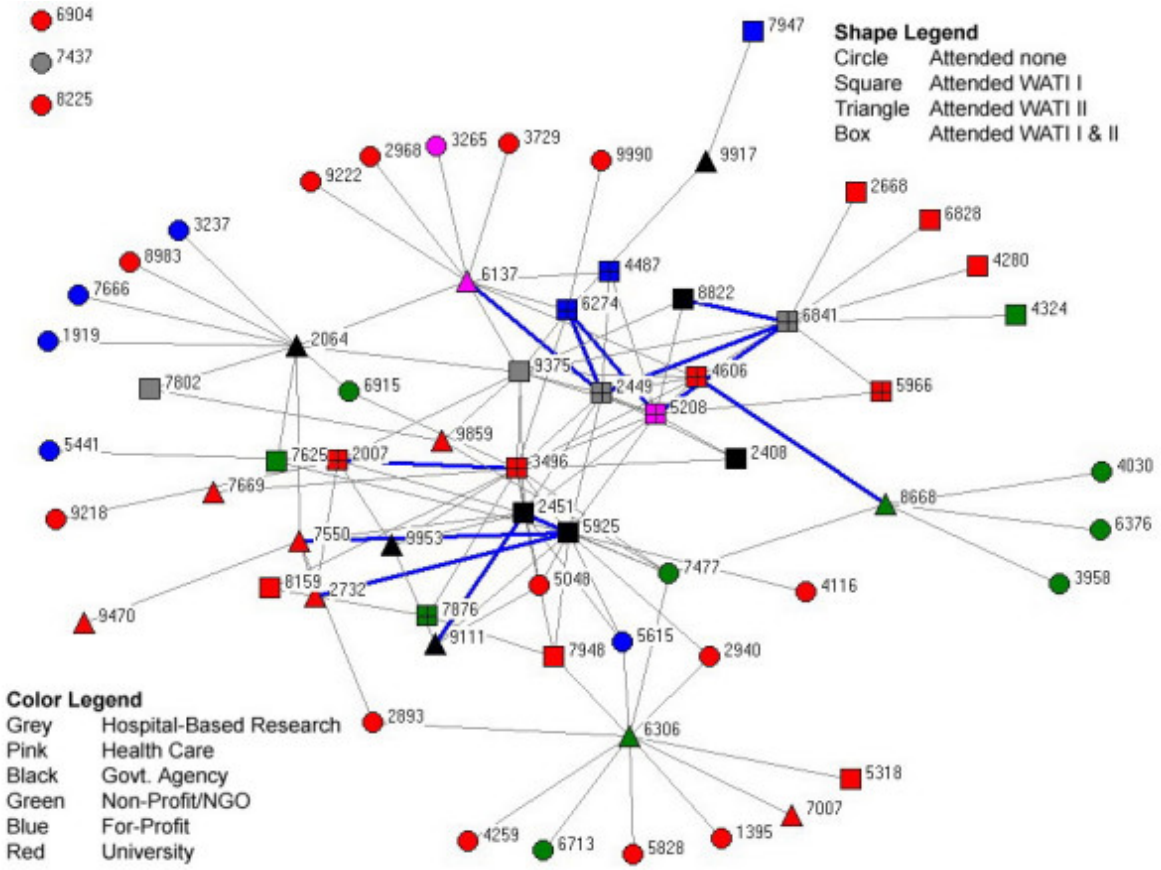
Solution centric



Problem centric

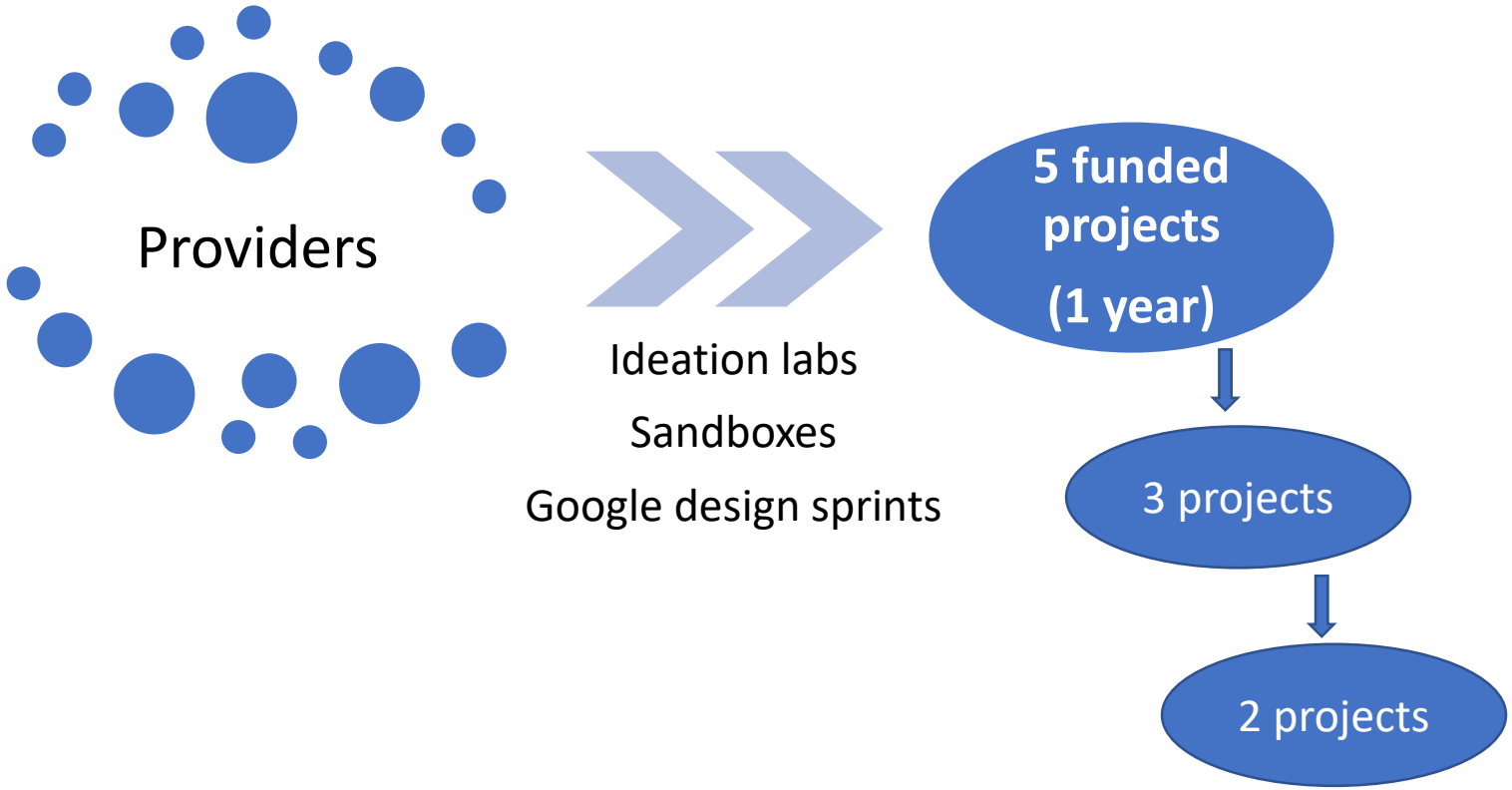


What's next?.....
Promoting "connectivity"



The IDEaS program sought to increase robustness and speed …

- By starting with the problem, not the solution



Consider a different approach

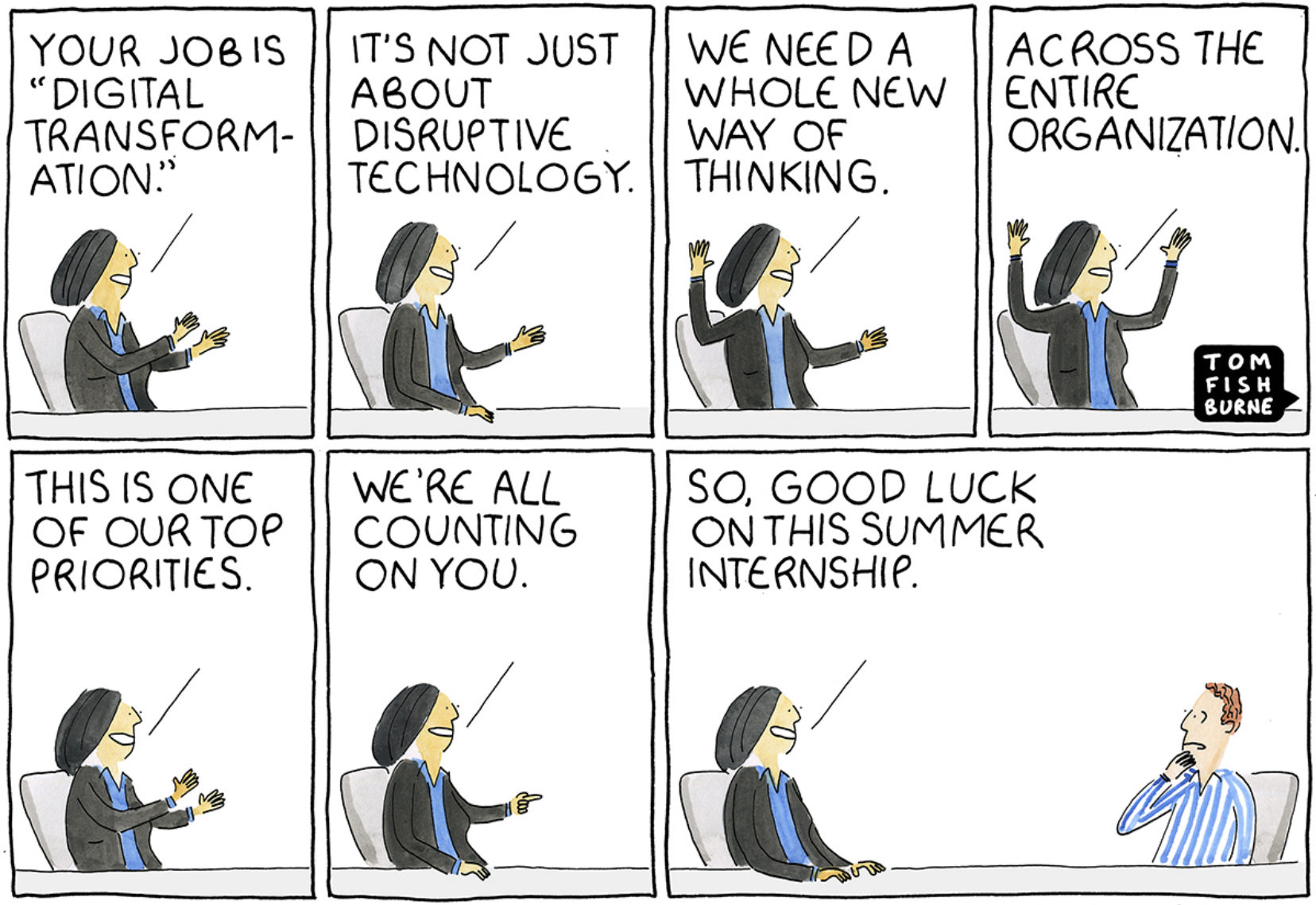
- Approach our internal problems/opportunities in a similar fashion than is done in the scientific, medical, public policy arenas.
  - Do lots of research before moving to a solution – create knowledge that leads to innovation, that leads to solutions, to new policies……..
- This approach is funded by the GC
  - Get funding for 'discovery' research
    - Try, fail, learn, adapt
    - Share knowledge; partner; collaborate
  - Become more targeted in your research
  - Seek partnership and directed funding to develop and implement
  - Obtain benefits

Proven Practices to adopt

- Business outcomes, benefits realizations, not project methodologies at the onset, or as the driver
- Agile methodologies
- Partnerships, collaboration……
- Cloud services
  - What are these?
- New dialogue – OK to fail
  - Some risk with this
  - Fail during the discovery stages, not after project approval

Organizational take aways

- Think as a research organization
  - Become problem centric, not solution centric
  - Do not step into ‘project’ mode too quickly
- Ensure your organization takes the time to do its homework, to analyse, to discover what is needed to reach the desired outcomes
  - Lots of discovery is needed; the final path forward may surprise you
- Encourage the use of proven practices, and digital tools to improve your business/to meet challenges
  - Let IT influence the business; IT and ‘business’ must work together (agile), and leverage what IT, from everywhere, can bring



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FM community take aways

- Consider well financial ramifications
  - Funding for discovery work is required
  - Sign-off on submissions with ‘agile’ methodologies
    - Different considerations
- Get involved in project planning; challenge assumptions, influence discovery
  - Demand to see the logic model to achieve the expected business outcomes
- Ensure the approach is ‘user’ centric
  - e.g. for FM system, RC manager centric not FM process centric

"Are you part of the problem, part of the solution, part of the problem with the solution or part of the solution to the problem with the solution?"
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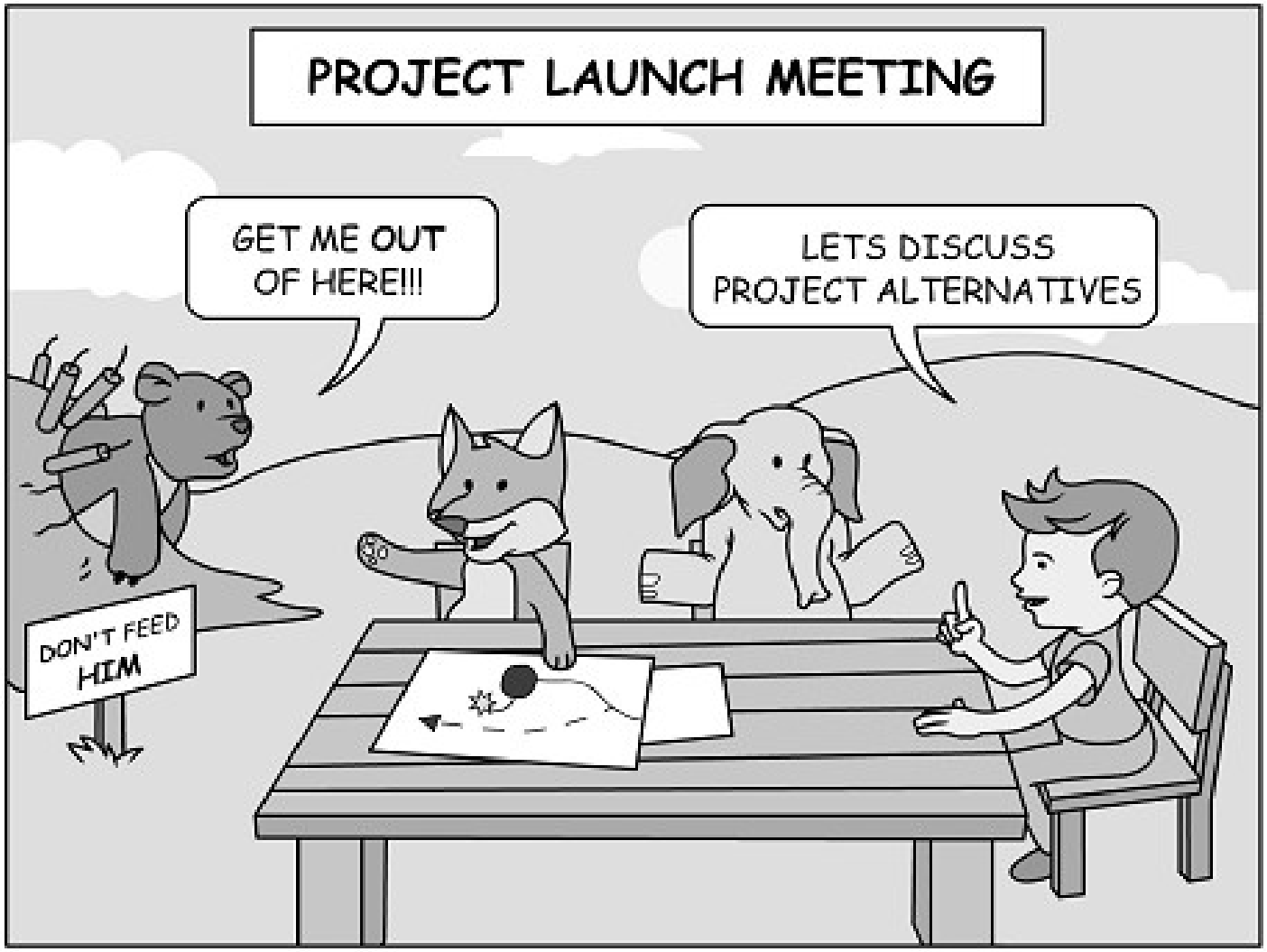
PROJECT LAUNCH MEETING
GET ME OUT OF HERE!!!
LETS DISCUSS PROJECT ALTERNATIVES
DON'T FEED HIM