VALUABLE CHANGE Co.

CASE STUDY:

AMBITIOUS PROJECT RESCUE

THE PROBLEM

• **Large, Turbulent Multi-Agency Technical Transformation Program**

• **Project was Understaffed, with a Foreboding Scope, with Tight Timelines.**

The Department of Finance was leading the development of a common ERP platform and cross-government shared service offering through a large Program of Work.

The Process Design & Optimisation Domain were tasked with the huge scope of creating and maintaining the library of standard business processes for the Whole of Australian Government.

However the Domain were faced with a difficult problem. They were understaffed, given custody of over 200 legacy processes and needed to quickly have a central process repository ready for integration and build of a Pilot SAP system.

They had a small team, a large scope and were scrambling for an effective way to tackle it.

> " We were given the confidence to successfully carry out our project. This was a real achievement given the turbulent environment we had to work in.
> - Karin van Leeuwen, Process Domain Lead, Department of Finance

WHAT WE DID

• **Rapidly stood up Agile Project Management Processes**

• **Used Agile Tools to Rapidly Create Visiblity for what was a Forgotten and Ignored project**

• **Project Managed the Domain through its next Delivery Phase**

We were engaged to provide project management insight and guidance for the domain. We found that the Domain had a long list of 'things to do' and no structure or method of delivery. We rapidly stood up project management processes within the Domain.

Given the turbulent context of the Domain's program environment, an adaptive, agile project approach was the most suitable. The Domain needed a way to create visible results fast.

Through targeted planning workshops and our own proprietary planning methods we were able to have tangible agile processes in place within just 2 weeks, and project formality and governance live within a month. We deployed the use of large physical KANBAN boards and project stand-ups to achieve a dual purpose.
- Create clarity of approach and helped the team manage its work, and
- Create dramatic visibility and momentum for a Domain that had been forgotten by the rest of the Program.

We then project managed the Domain through its next crucial phase to ensure ongoing project stability and sustainability.

THE RESULT

• **Clear Delivery Approach and Renewed Project Confidence**

• **Successful Project Delivery, Despite Environmental Turbulence**

Within a very short period of time a project that was meandering suddenly had direction, a clear agile delivery approach, and key processes to facilitate delivery.

Through our ongoing project management, the Domain continued on to deliver its scope as planned - quite the achievement given the uncertainty within the broader delivery environment.