Large-Scale, Business & IT Transformation Program Oversight: Common Questions to Ask

According to Standish Group, successful projects are delivered less than 30% of the time, with close to 20% cancelled outright.[i] As scope and costs grow, the likelihood of success falls.[ii] One way to mitigate the risks of becoming another unsuccessful or failed project, is to establish independent oversight, separate and apart from the parties engaged in delivering that program. The sample questions below highlight just a few of the factors to be considered in a large-scale, transformation program oversight effort.

- Is the program driven by a set of specific, measurable, achievable, relevant, and time-oriented business objectives?

- Do these business objectives target clearly defined stakeholder value perspectives, capabilities, information, and products?

- Has the organization formally defined target state application, data, and technical architectures that can enable the organization to achieve its business vision and corresponding business objectives?

- Is there a defined transformation strategy, plan, and phased roadmap that outlines how the organization will incrementally achieve its business objectives?

- Does the transformation strategy leverage industry frameworks and best practices to reduce risks and increase the likelihood of success?

- Does the target state data architecture reflect the cross-section of business information required to serve as a foundation for the future state business vision?

- Is there a current state application architecture transition roadmap defining when and how application systems will be upgraded, transformed, integrated, replaced, and/or retired?

- Is there a current state data architecture transition roadmap that enables current state and target state data coexistence, while ensuring the integrity and continuity of that data at every stage?

- Is the transformation strategy viable from a resource, timing, cost, and business and IT synchronization perspective?

- Does the target state software design align to and leverage highly rationalized, well-defined business capabilities?

- Is a methodology in use to ensure that process and workflow definitions are strategically integrated into the target state data and application architectures to deliver highly optimized, event-driven, and rules-based software solutions?

- Do agile deployment methodologies align to a formally defined, rationalized business capability, information, and value stream perspective?

- Is there a clearly defined transformation (i.e., interim) architecture that enables current state and target state application and data architectures to coexist for the life of the program?

- Is the transformation program synchronized across business units and IT solution teams?

For information regarding TSG Program Oversight Services, contact info@tacticalstrategygroup.com

---

[i] A Look at 25 Years of Software Projects, Speed & Function

[ii] Software project failures: Have we learned anything?