

IM2 Broadridge Assessments & Benchmarking

AN OPPORTUNITY TO SOLVE FOR KEY QUESTIONS AND CHALLENGES

	Initiation	Planning Refinement	(Build, Test, Launch)	
Key questions	<ul style="list-style-type: none"> • Are objectives common across stakeholders, for - program? - end-state ops/IT? • Clear understanding of gaps to current state? • What is best execution approach? • Does integrated program consolidating all work streams exist? • Is resourcing and structure appropriate? 	<ul style="list-style-type: none"> • How to assign, inform, mobilize and “align” large geographic dispersed team? • How to manage and control the project? • How to establish key processes and methods? • How to establish clear accountability and governance? 	<ul style="list-style-type: none"> • What business functions are really required in detail? • How to challenge change requests to ensure optimal value is created? • What are the implications on contracts/plans/resources/partners? • How to continuously align stakeholders? 	<ul style="list-style-type: none"> • How to decide hundreds of issues raised by project team members? • How to keep program on-track? • How to manage implementation partners? • How to keep organization motivated? • How to get organization ready for rollout?
Key challenges	<ul style="list-style-type: none"> • Ensure Sr. management alignment and sponsorship • Create One Common Objective, One Team, One Plan, One Program • Consolidate budget, resources, critical path, and business case 	<ul style="list-style-type: none"> • Overcoming inertia of organization and establishing project spirit (ongoing) • Gaining & maintaining transparency (ongoing) 	<ul style="list-style-type: none"> • Overcoming old habits (ongoing) • Managing functional scope (ongoing) • Getting buy-in of Business Areas, Front Office (ongoing) • Establishing decisive program culture 	<ul style="list-style-type: none"> • Developing software that is “as good as necessary” • Establishing willingness for change (ongoing) • Managing contracts with implementation partners and keeping project budget under control