

## **ERP Failure #5: 13 Guidelines for Success in Court**

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Hi, this is Warren Reid. Consider these 13 maxims for IT development projects to increase your chances of project success, and, if needed, courtroom success:

1. ***Plan your project well -- manage to plan.*** Identify assumptions/track change. Use metrics/ lessons from similar projects. ID right staff to complete project & process for replacing T/O. Allow enough time for thorough testing and training.
2. ***Involve and commit users, vendors, and management throughout the life of the project.*** Open communications within/between the groups make for successful systems development projects. A Project Champion is selected.
3. ***Nothing in IT is easy if you haven't done it successfully before!*** Especially new tech – Mobile, Analytics, Cloud, IoT, ERP. Use appropriate experts in planning and quality assurance as needed. You don't need staff learning On-the-Job.
4. ***Use the right "industry standard" SDLC methodology for your project.*** Waterfall, Agile, Spiral, & Scrum Models are all great for the right projects. This video won't tell you when to use one vs another, but I know of several lawsuits based on the wrong methodology being applied.
5. ***Estimate the time & resources realistically - not optimistically.*** Estimates must be adjusted as more information becomes available. COCOMO II, a parametric estimating model, shows how changes in staff, Go-Live date, project tools, platforms, product complexity, teams' process maturity change estimates from seemingly similar projects by up to 400%.
6. ***Produce top-notch deliverables -- as if a jury will review them 5 years from now.*** Many documents I've reviewed in litigation were unprofessional, incomplete, or wrong. They can haunt you years later when jurors deliberate the quality of your work. Deliverables can weigh more heavily than vague memories in testimony.
7. ***Agree on definitions of success and acceptance criteria before the project starts.*** Having a clear/agreed to understanding of acceptable functionality, security, usability, quality, & maintainability at project start is a strong yardstick the court will need later.
8. ***Plan/develop an effective escalation process to address problems, changes, errors, risks conclusively.*** Include this process in contract. Identify trigger events/procedures to enable swift resolution of issues.
9. ***Risks are a fact of life*** – many are known before your project starts including people, requirements, and process risks. So plan to contract for, mitigate, and manage them up front. A full discussion of these risks is in a separate video.
10. ***Assure project team understands what they are signing off.*** Having customers sign off on incomplete documents, or docs they don't understand (e.g., complex designs, network configs, new workflows) won't necessarily absolve Integrator from blame – esp. if SI is responsible for system quality.

11. **Allow necessary time and tools** (hands-on practice sandboxes, effective OCM) **for training based on Customer's culture/experience, business process changes.** Use training specialists.
12. **Ensure adequate post G-L ops.** During cutover, have systems/user experts available to go to sites to address questions, problems, and proper system usage in real-time. Centralized Help Desk operators must be fully trained, prepared, w/ automated tools to capture/address complaints, errors, and future rqmts.
13. **Maintenance takes over as system stabilizes.** Maintenance costs will be greater than the sum of the software license and implementation costs. The Maintenance group needs same auto Regression Test System, error management software, training, documentation, and quality reviews as developers. A suitable system Day 1 will go bad without a trained and funded Maintenance Group.

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Questions or comments?

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