



Managing Firm-Wide Impacts

“Being The Air Traffic Controller”



Introducing Your Panelists...

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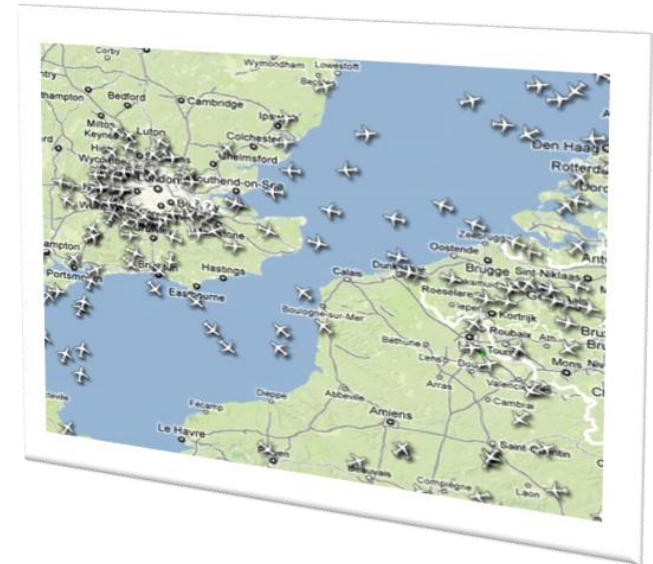
Overview

- ▶ Projects are growing in organizations today – and continuously growing “non-project” work required to support their products and services –
 - ▶ Contentions between projects, shared systems, resources, and environments has become inevitable.
- ▶ Project managers must now look outside of their own "runway," and consider all the work and changes “circling overhead” internal and external to their project, to deliver successful project landings.
 - ▶ Both project managers and ATCs are responsible for expediting and delivering safe and orderly landings for our clients.



Current State

- ▶ Over the past 40 plus years, there has been increasingly more focus on “Project Management”
- ▶ Over the past 10 plus years, there has been more focus on a more formal “Program Management” discipline
- ▶ Today, “Release Management” is on many “hot trends” lists
- ▶ Still no clear focus on the risk and impact to the users and organizations who rely on the systems and processes that are being changed!



Air Traffic Control

- ▶ Keeping your eye on all changes
 - ▶ Starts in requirements
 - ▶ Coordination through leadership and collaboration is key



- ▶ Even one “down” change can have a big impact
- ▶ Small changes can cause a big “crash”
 - ▶ No integrated testing
 - ▶ Too much change to absorb
 - ▶ No clear understanding of “impact”
 - ▶ Do “integrated” changes to systems and process create increased risk?

Flying in Formation



- ▶ Release Management vs. Project Management
 - ▶ Many definitions of RM
 - ▶ Focus of RM is on “technology”
 - ▶ Must include organizational readiness

- ▶ ***With a more focus on leadership and collaboration – organizations are finding tools to get everyone moving in one direction with “safe and orderly landings”***



Integration / Release Objectives

- ▶ Provide a forecast to support strategic planning
- ▶ Better align firm priorities
- ▶ Support integration of projects **before** approval
- ▶ Increase transparency of communication
- ▶ Streamline user adoption
 - ▶ User training, marketing, and communication
- ▶ "Land all the planes **SAFELY.**"
 - ▶ Communication
 - ▶ Collaboration
 - ▶ Coordination



Planning for Safe Landings

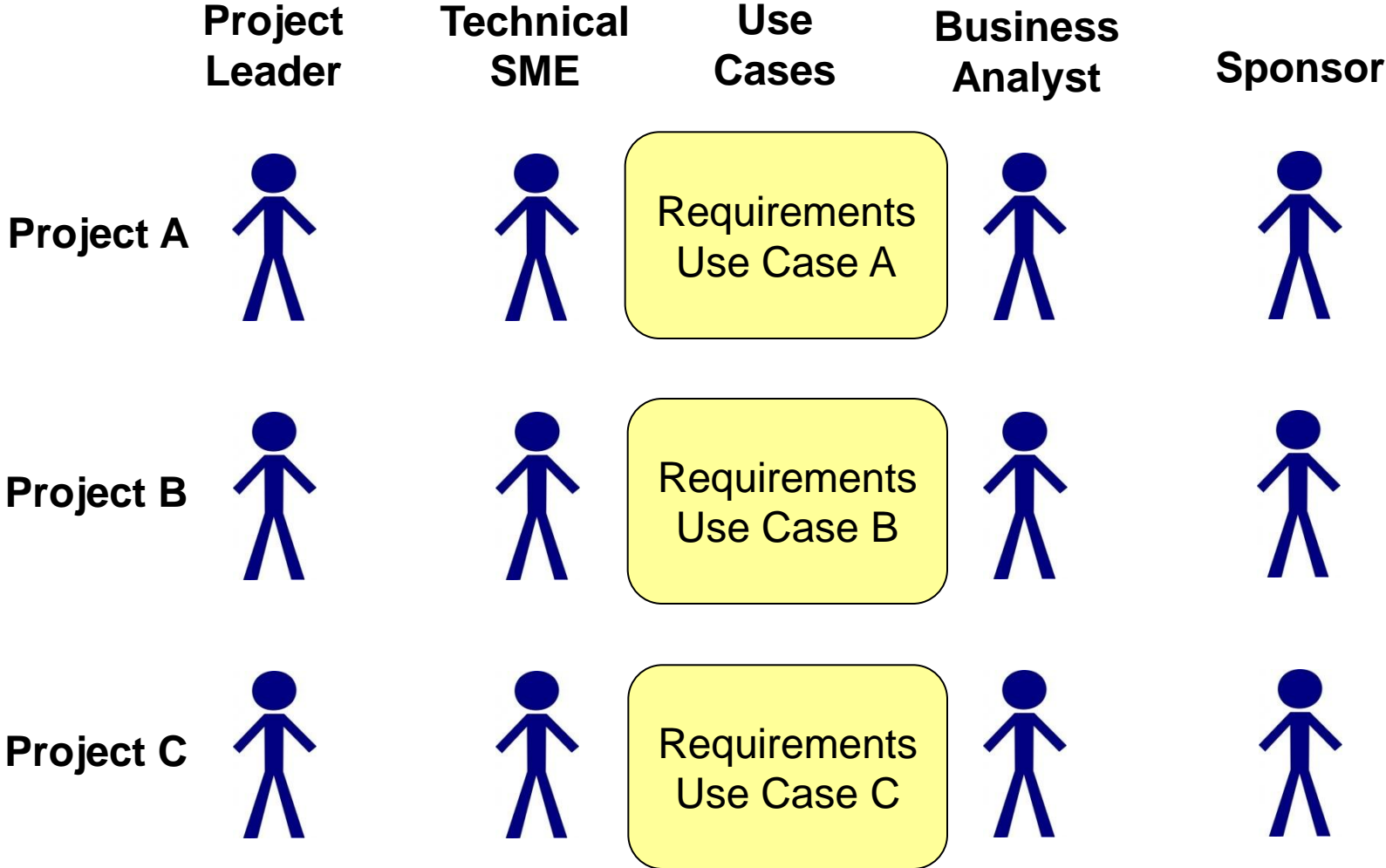
- ▶ Not all projects are the same
- ▶ Leadership skills required
 - ▶ Coordination of the releases needed
 - ▶ Test Coordination
- ▶ Technical Change Authority Board



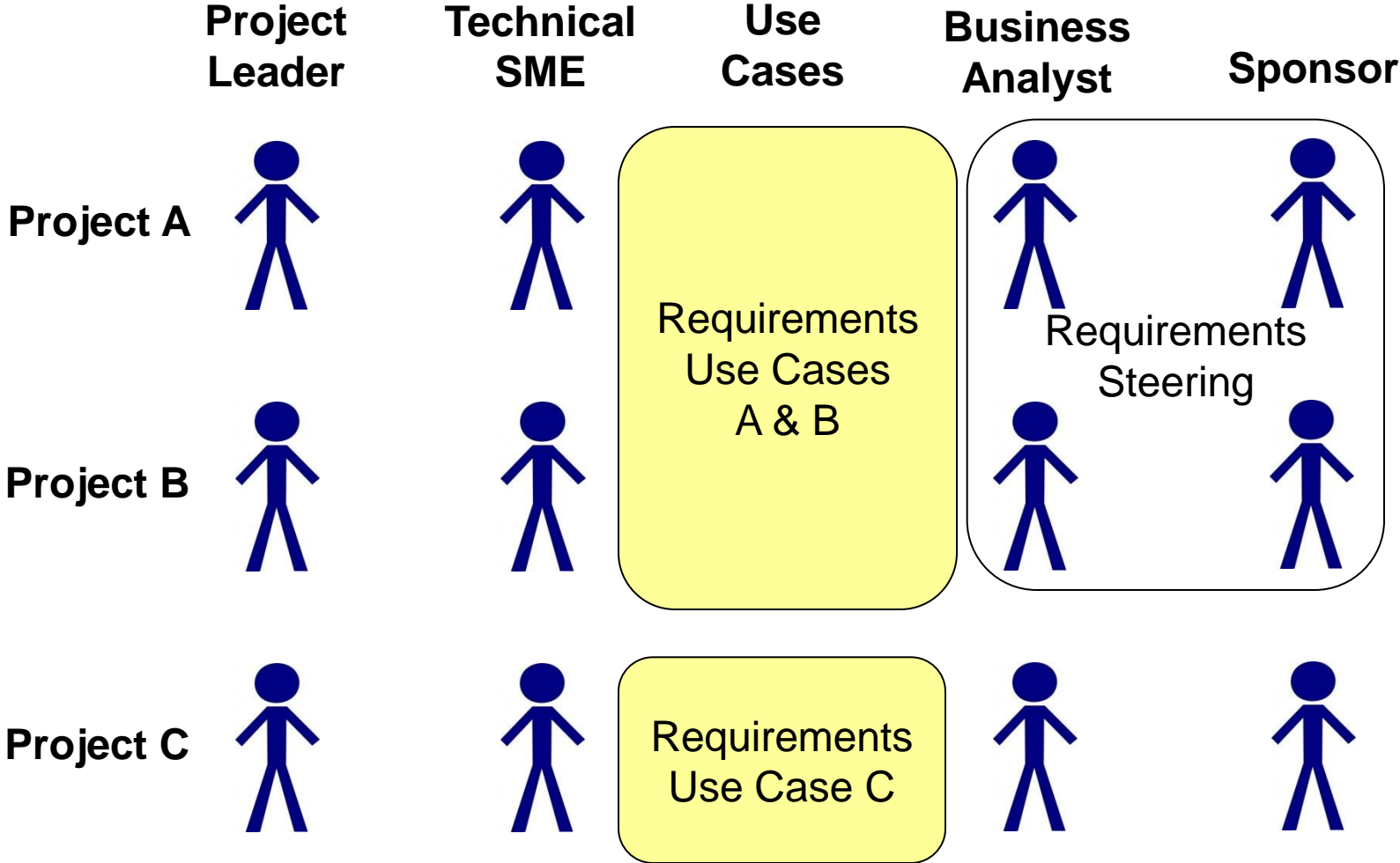
User Adoption

- ▶ Project Readiness does not equal Organizational Readiness
- ▶ Planning required throughout the project for Organizational Readiness
 - ▶ Readiness Assessment
 - ▶ Training Planning
 - ▶ Procedure Changes
 - ▶ Communication Planning Committee

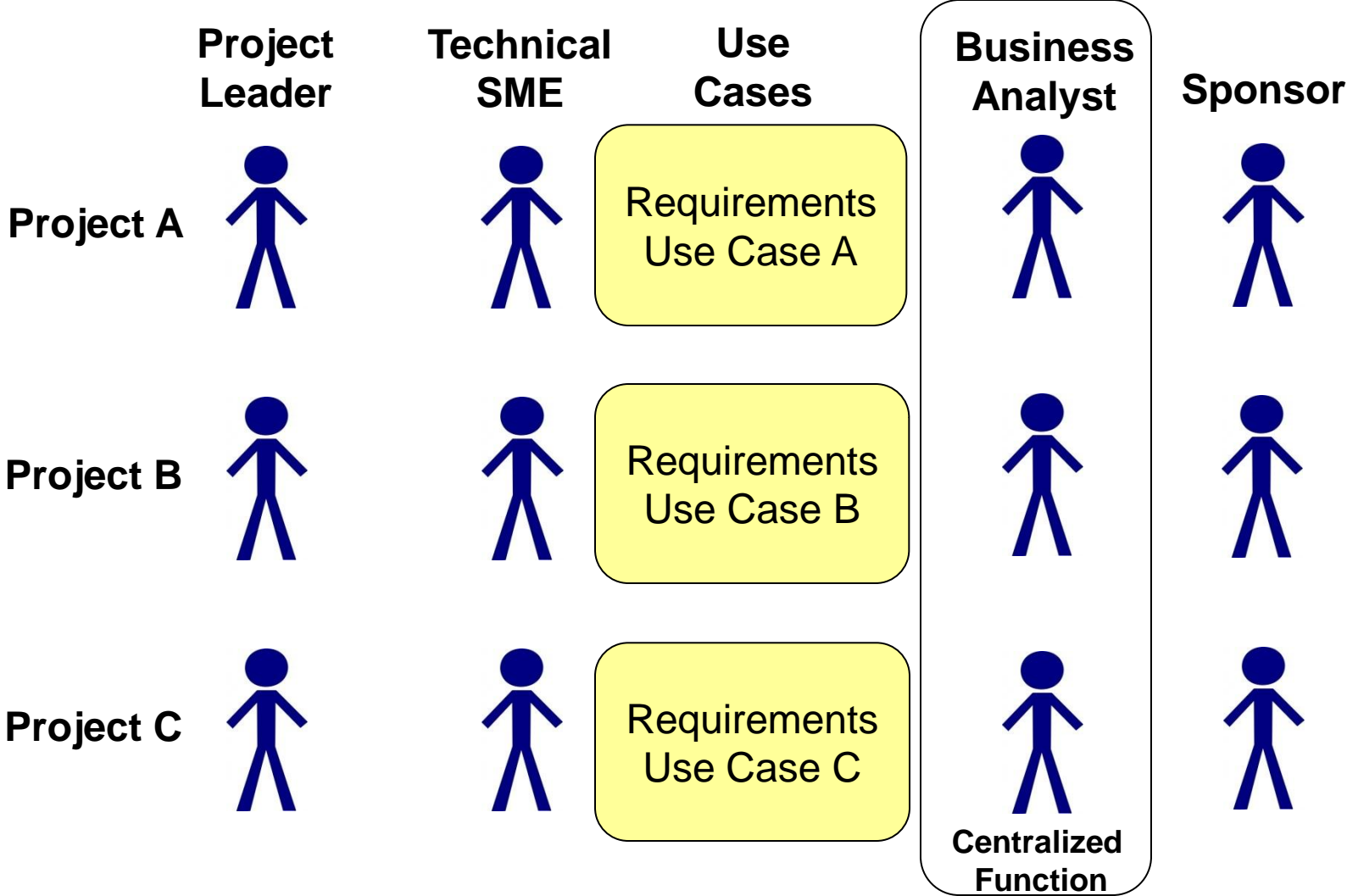
Requirements Integration



Requirements Integration



Requirements Integration





Communication Tool



Internal & External Communication Planning

Project Details

*Business Systems Analyst- please submit with this section (only) completed
 *If a BSA is not assigned to a project, the Project Manager will fill the role of the BSA in completing this section

Description/Overview of Project:

Social Media Action Items

Facebook:
 Proactive Posts Reactive Posts Tabs Poll Photos Video
 Contest/Promo
 Date(s): _____

Twitter:
 Proactive Posts Reactive Posts Contest/Promo Hashtag Creation
 Date(s): _____

YouTube:
 Video (Webcast Other) Background Ad
 Date(s): _____

Foursquare:
 Create Event Update Company Page
 Date(s): _____

Flickr:
 Photos Video (Webcast Other) _____
 Date(s): _____

About Us:
 Blog Photos & Video History Timeline Advertising
 Date(s): _____

Additional Comments:

Customer Education Action Items

Knowledge Center Update – Date: _____ Live Webinar
 KnowHow News e-newsletter – Date(s) _____ Branch Seminar Topic
 Podcast – Date(s): _____ Community Announcement – Date: _____

Additional Comments:

Public Relations Action Items

Press Release – Date: _____
 Contact the Media (proactive- this is news and we want people to know about it)
 Prepare responses to questions (reactive- this isn't very newsworthy, but we need to be prepared for questions)

Additional Comments:

Training Action Items

Audience:
 Branches HQ/Operations
 Other (please specify): _____

Deliverables:
 Training Manual Scottrade U Course Quick Reference Guide
 Update to Existing Training Instructor-Led Training

Marketing Action Items

Digital:
 Advertising- Paid Search Display Advertising
 Website- Update/New Page Homepage Banner

Direct Marketing:
 Put through Service Level Comm Process Yes No
 Email to Customers Letters to Customers
 Date(s): _____ Date(s): _____
 Target Audience: _____ Target Audience: _____
 How many customers (per day): _____

No direct customer communication

Branch Collateral:
 Brochure Poster Buck slip

Trading Website:
 Product Banner Pre/Post-login Message
 Date(s): _____

"Impact Map" – Communication Tool

	Project A	Project B	Project C	Project D	<< Projects	
Systems:	Active	Active	Planned	Regulatory	System Risk Score	Comm. Risk Score
Account Activity	2		2	1	5	3
Account Opening	2			1	3	2
Cash	2	1			3	2
Networking		2	1	1	4	3
Security	2	2			4	2
Statements					0	0
Trades	3				3	1
Project Risk Score >>	11	5	3	3		

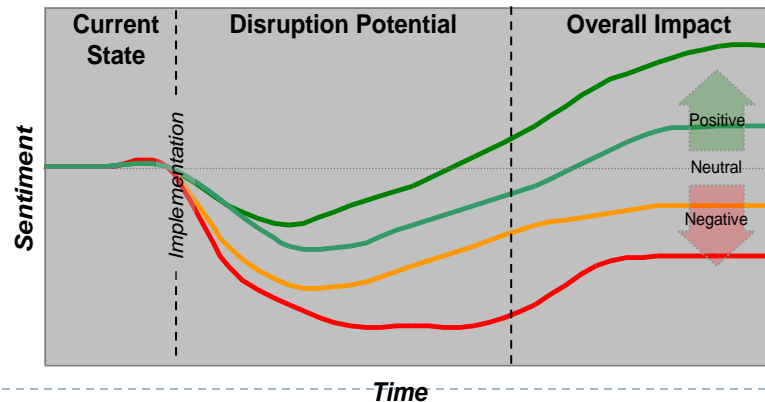
Diagram annotations: Red circles around the '2' in Project A for Account Activity, the '2' in Project C for Account Activity, and the '1' in Project D for Account Activity. A double-headed arrow connects the '2' in Project A to the '2' in Project C. A curved arrow points from the '2' in Project C to the '1' in Project D.

"E&D Matrix" – Communication Tool

- ▶ Enhancements & Disruptions Matrix
 - ▶ Gather a comprehensive summary of enhancements and potential disruptions as a result of the implementation of Project/Program XYZ. This E&D matrix is intended to:
 - ▶ Ensure teams have identified and disclosed all potential enhancements and disruptions
 - ▶ Provide a single reference point for deriving key topics (positive and negative) for incorporating into training and communications plans and materials
 - ▶ Identify opportunities for developing mitigation plans (to support highly disruptive impacts)
 - ▶ Create a holistic short term and intermediate term view of integration impact for communication across the project teams and project/executive leadership

"E&D Matrix" – Communication Tool

X-REF		Project XYZ										Roll out date: mm/dd/yy										
Req #	PMO Trackin g #	Category	Change Item	Source Team	Project Driver/ Source	Impacted Stakeholders							Impacted Audience			Impact Description	Mitigation Factors/Approac h	Mitigation xref	Timing	Visibility	Disruption	Net Impact
						LOB 1	LOB 2	LOB 3	LOB 4	LOB 5	LOB 6	LOB 7	Client	Field	Home Office							
	1.0	Products & Services	Mutual Fund Dealer Agreement Consolidation	Pkg Products	Product Alignment	X	X	X	X	X	X	X	X	X	Legacy Clients will gain access to additional fund families thru additional dealer agreements.	Manage fund family rationalization and 'redemption only' approach through business as usual channels.		mm/yy	H	L	+	
	2.0																					
	3.0																					



Collaborate!

- ▶ High Impact Risk Assessment
- ▶ Pre-implementation review
- ▶ Interview 34 individuals representing both business and IT areas
- ▶ Reviewed schedules, deployment and communication plans
- ▶ Categorized pre and post implementation risk
- ▶ Developed mitigation and action plans

Risk Assessment Report

Overview

Key Areas

Interviews

Key Risks

Low Risks

Other Observations

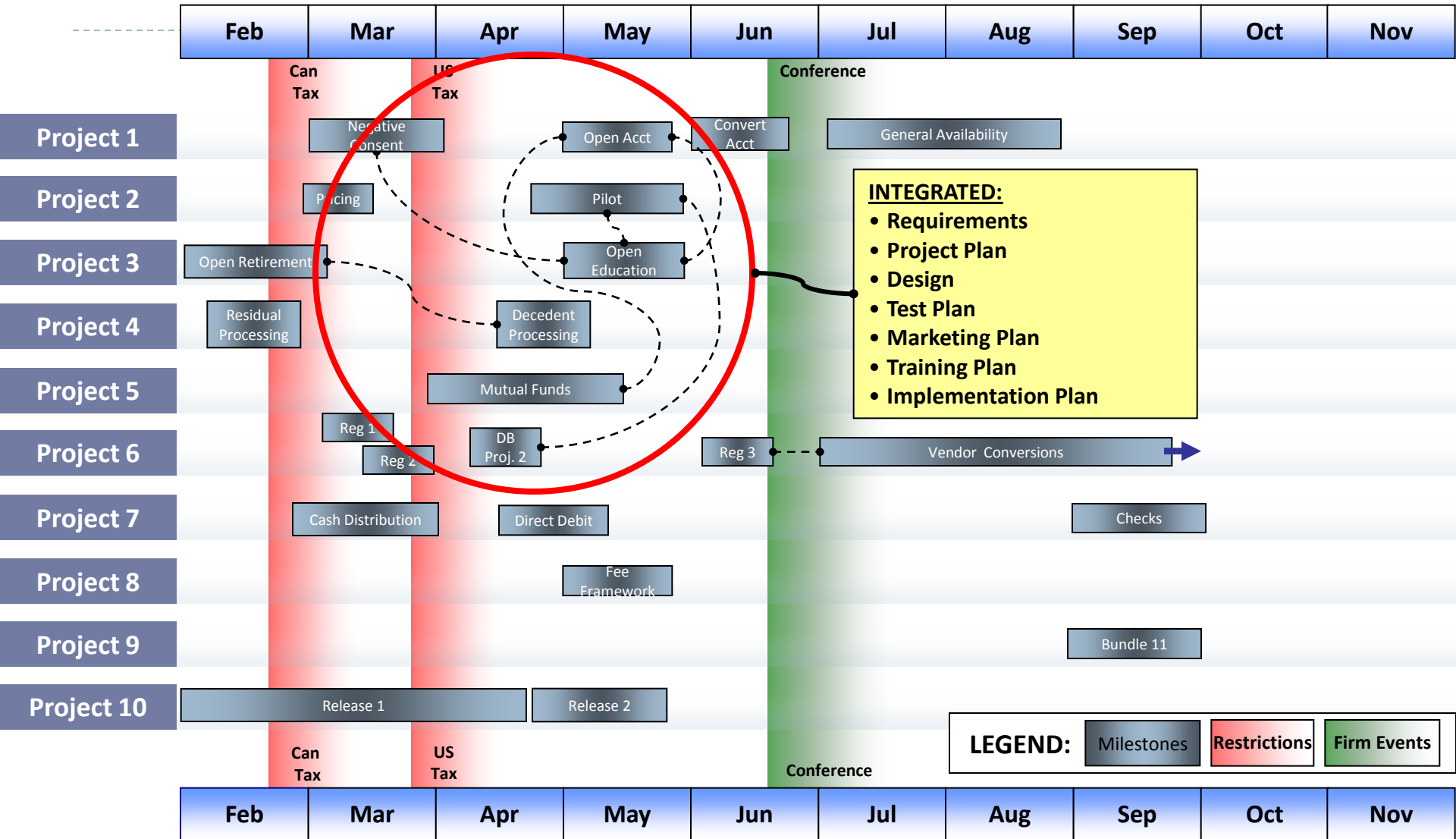
Key risks were categorized with respect to potential impact on the Login Security Upgrade Rollout (High, Medium, Low) and the timeframe for implementing any potential action plans to mitigate outstanding risks (Pre-Implementation, After Implementation.)

The table below provides a graphical representation of the risks identified through our review. For each risk, management has developed action plans to mitigate potential impacts to a successful rollout.

<i>Timing of Action</i>	<i>Risk-Level*</i>		
	Low	Medium	High
Pre-Implementation			
After Implementation			

* Details of the High and Medium risk are included on the following slides. Details of Low risks and other observations are included in the Appendix.

Project Collaboration Timeline



Future State – Release Management Maturity

- ▶ Relatively new but rapidly growing discipline
- ▶ Integration and flow of development, testing, communication, deployment, and support of systems
- ▶ Historically, done by project managers
- ▶ Release Project Manager (formal role at Disney)
- ▶ Not “change management”
- ▶ Where do you start?

Maturity Assessment Tool

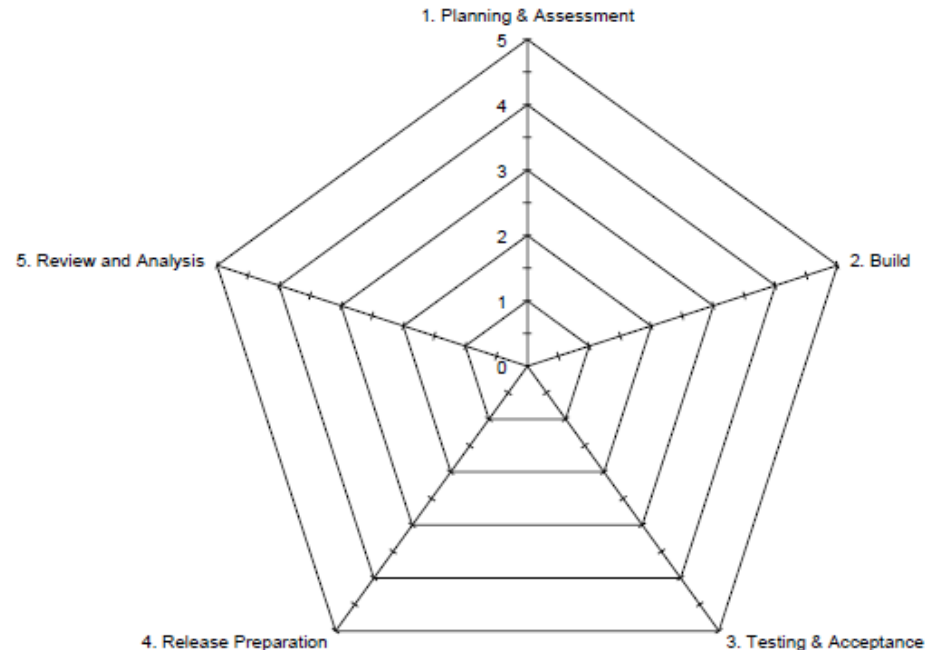
Release Management Maturity Self-Diagnostic

Mapping Release Management Performance

*Overall Release Management Process
Maturity Computation*

0.0	1. Planning & Assessment
0.0	2. Build
0.0	3. Testing & Acceptance
0.0	4. Release Preparation
0.0	5. Review and Analysis
0.0	Overall Release Management Score

Multi-Component Process Maturity Plot



Full Assessment Template Provided by the IT Leadership Exchange:

<http://forms.executiveboard.com/content/IT-Release-Management-Self-Diagnostic>

Integration / Release Objectives

- ▶ Use the tools you have available today
- ▶ Look to mature " release" processes
- ▶ "Land all the planes **SAFELY!** "
 - ▶ Communication
 - ▶ Collaboration
 - ▶ Coordination



Thank You!



Let's Talk!

