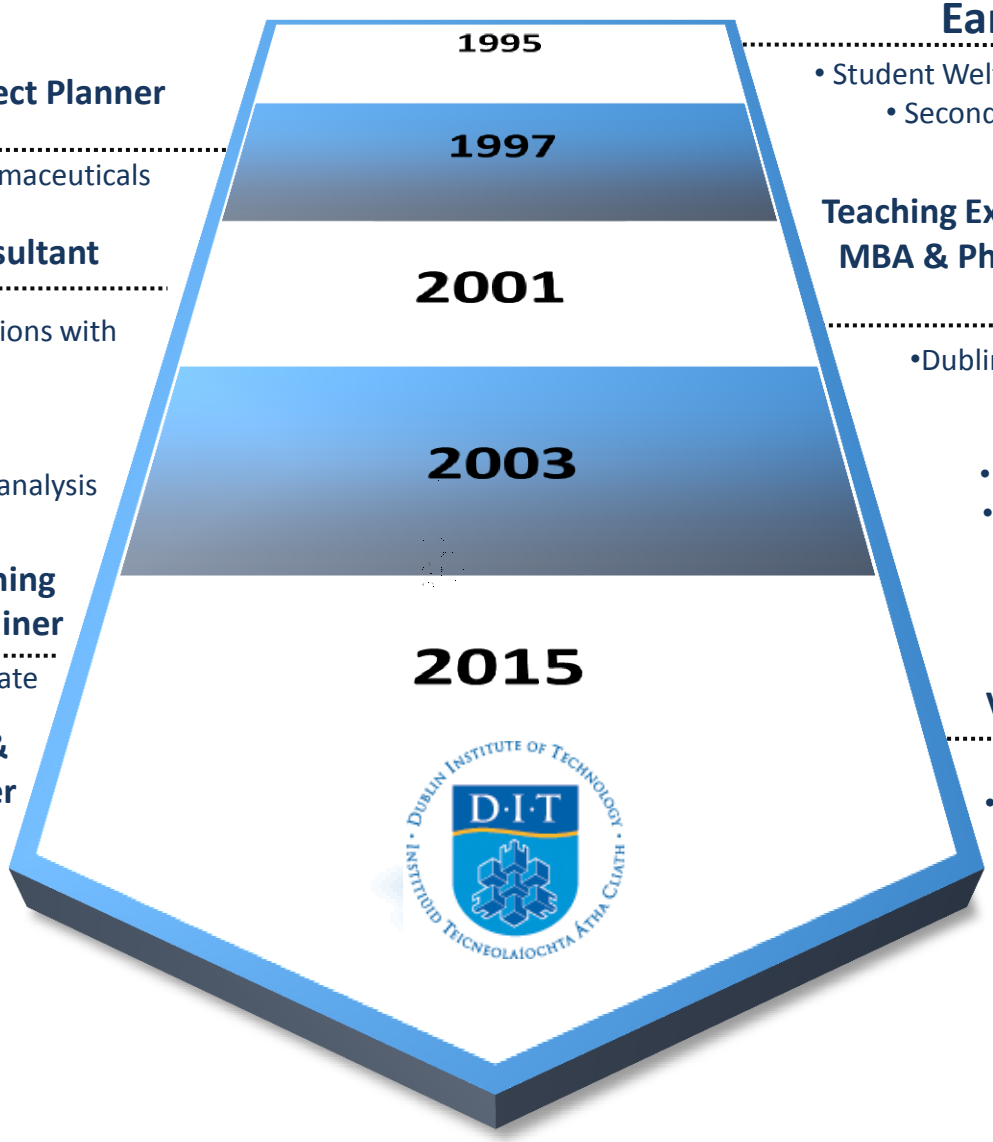
"Digital Transformation: The Why Is Easy; The How Is Challenging"

John McGrath

johnmcgrath.eu

John McGrath



Early Career

- Student Welfare Officer (NUIM)
- Secondary School Teacher

Teaching Executitive Education, MBA & PhD workshops

- Dublin Institute of Technology
- Maynooth University
- Trinity College Dublin
- UCD Engineering School
- Smurfit Business School
- Brunel University
- Engineers Ireland

Volunteer Teacher

- Irish Prisons
- Business in the Community

Project Planner

- Pfizer Pharmaceuticals

Project Management Consultant

- Assisting 150 international organisations with PMO development inc. United Nations, World Bank, London & Rio Olympic Games.
- Expert witness for forensic schedule analysis and delay claims.

Incident & Risk Planning Systems Trainer

- Irish State

Project Management & Consultancy Lecturer

Technology- Interwoven into our every day lives…

Big Data

90%

of the data created in the last two years alone.

Mobile

1 billion (plus)

(plus) smart devices shipped evey year.

Social

81%

of customers depend on social sites for purchasing advice.

Cloud

62%

of total data is now in the cloud .

Internet of Things

50 billion

devices connected to the internet by 2020.

API Economy

Global m-commerce sales were

150 billion

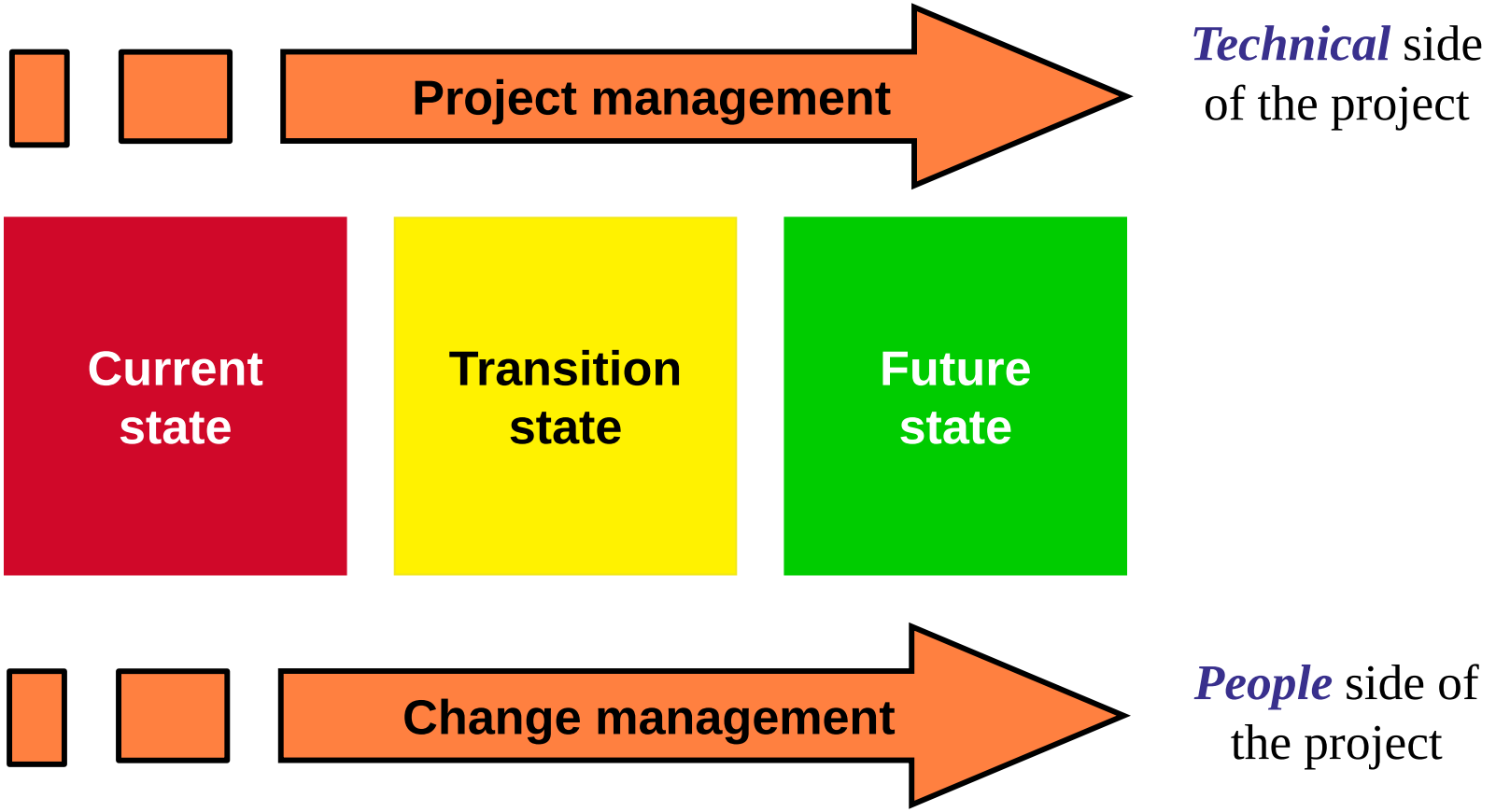
and forecast to rise every year

Transformation is about Change

70%

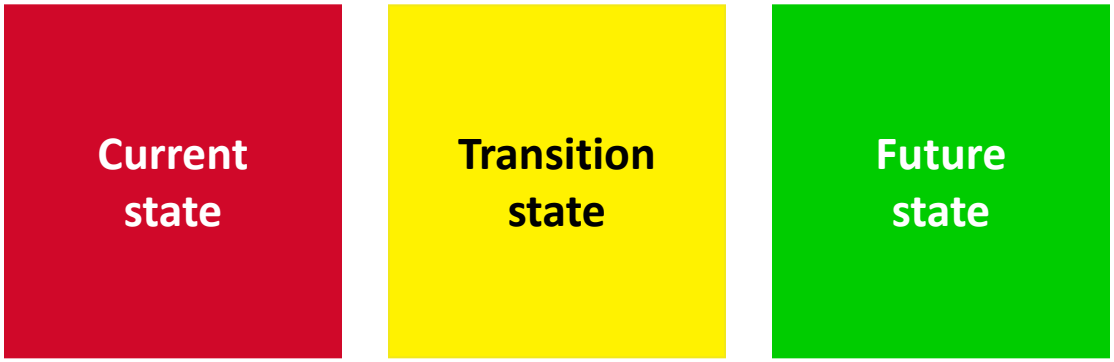
STATEMENT
INFORMATION

Change management and Project Management



In reality, there are both Organisational and Individual future states

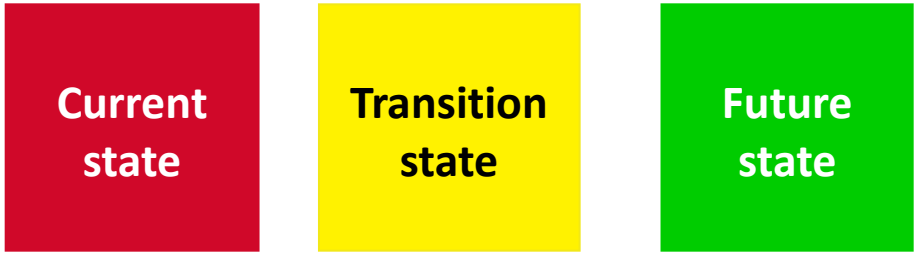
Organisation



How I do my job today

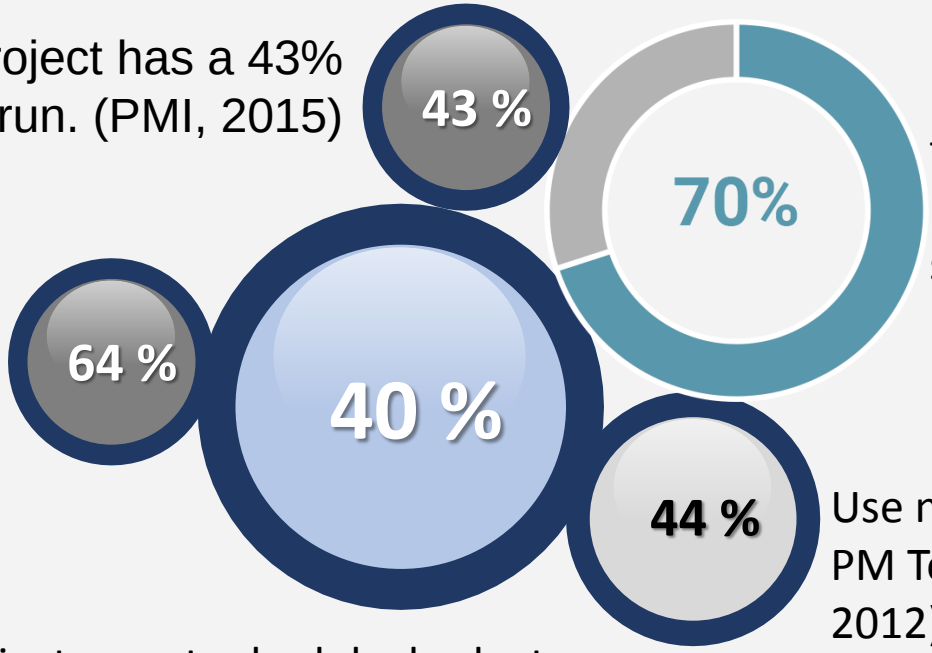
How I will do my job after the change is implemented

Individual



Addressing the reality – Project failure rates....

The average project has a 43% cost overrun. (PMI, 2015)



IT executives believe their projects are "doomed from the start. (Geneca, 2012)

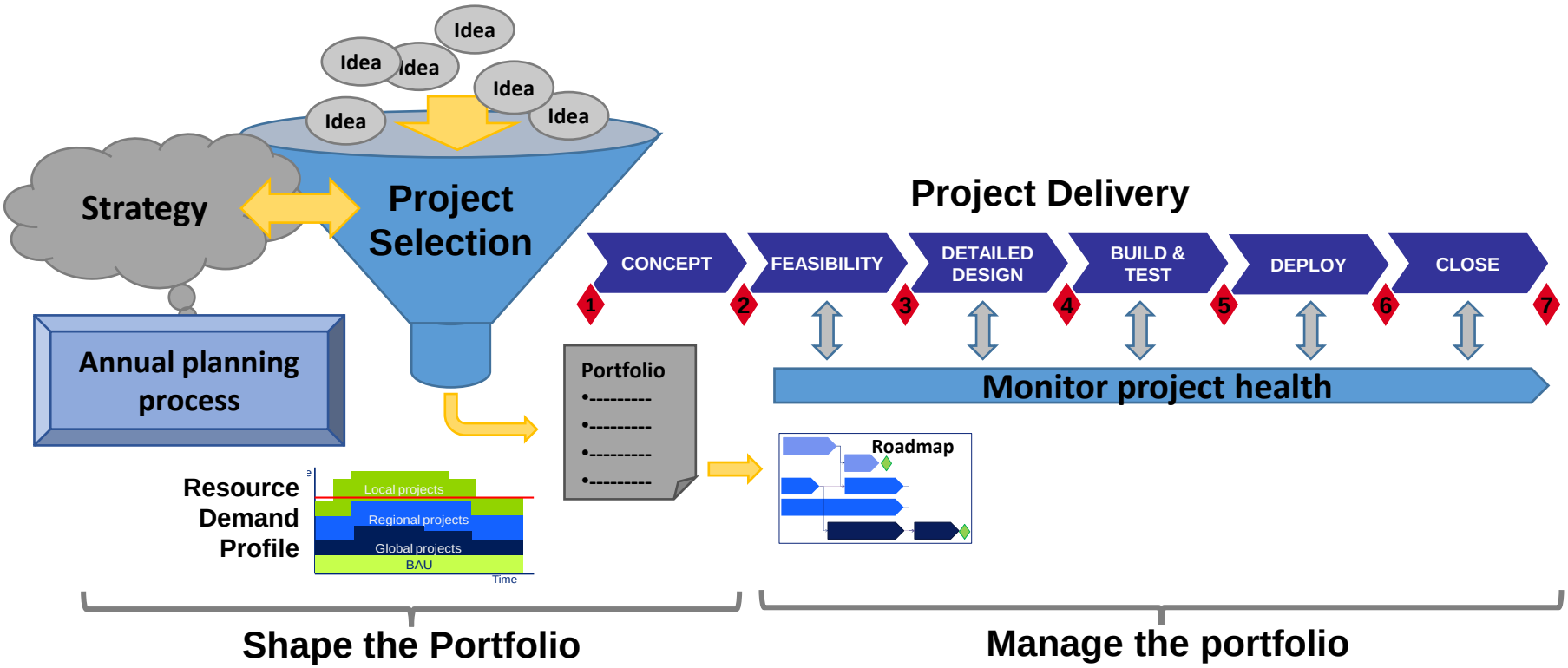
Only 64% of projects meet their goals. (PMI, 2015)

Use no software/ PM Tool (PWC, 2012)

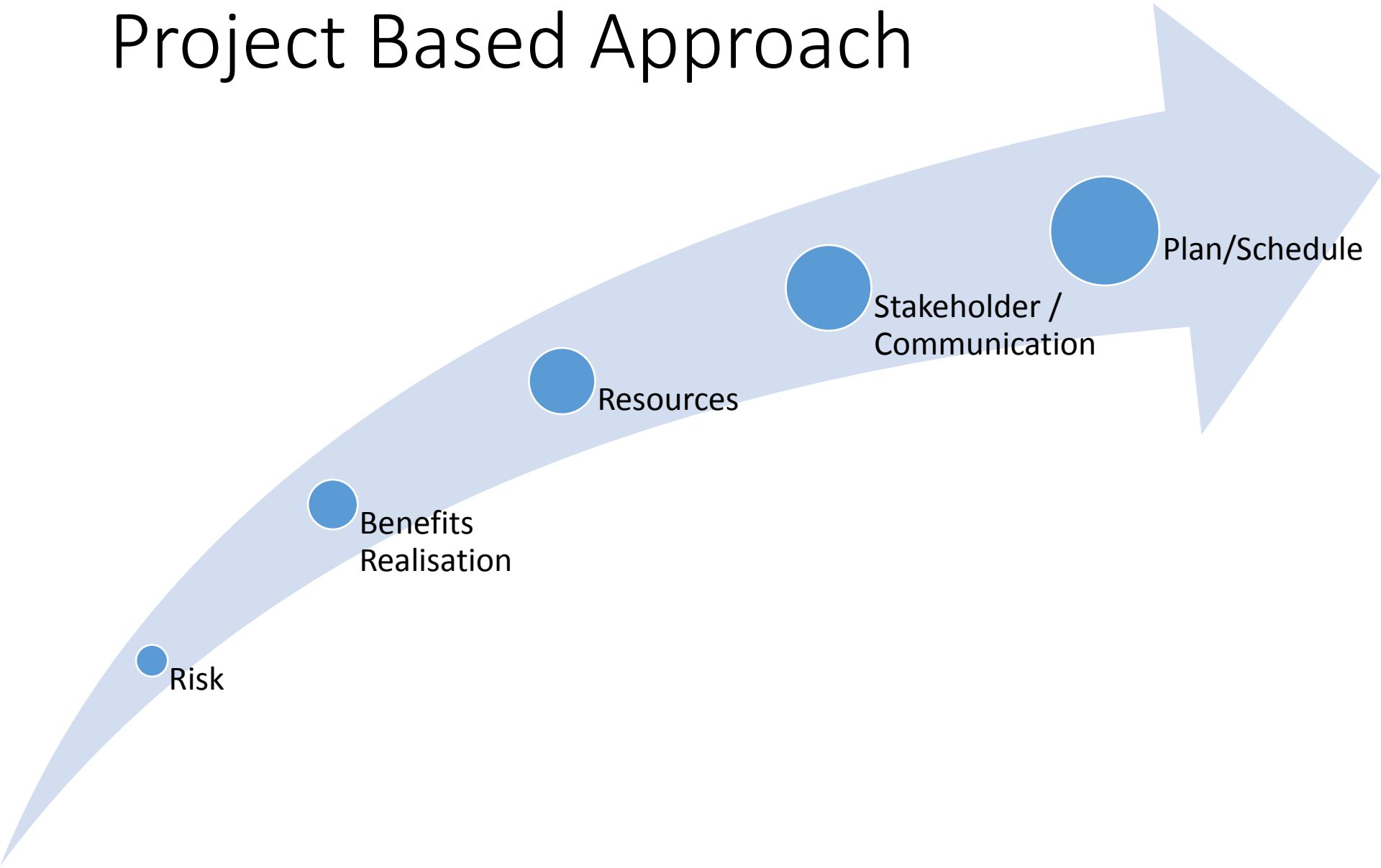
Only 40% of projects meet schedule, budget and quality goals. (IBM study, Harvard Business Review 2014)

Digital Strategy vrs Existing Strategy

Digital Transformation– a strategic project pipeline



Project Based Approach



CASE
STUDY
Health & Social Care Northern Ireland

Health & Social Care Northern Ireland

ProjectVision

quality2008/primavera_dev/menu.aspx

ProjectVision

Project Home

Messages: The Application URL appears to be incorrec

Path: Test

Add New Project

Views

Test

Home ▼ | Project Planning Phase | Project Pages | Project Execution Phase | Financials | Utilities | View On Map | Quick Reports

Test

Project Manager	Current Phase	Start Date	Finish Date	% Complete	Project Status
Not Specified		19 Aug 2011	19 Aug 2011	0.00	

Programmes

KPIs

Benefit Dependency Map

Reports

Administration

Project Overview

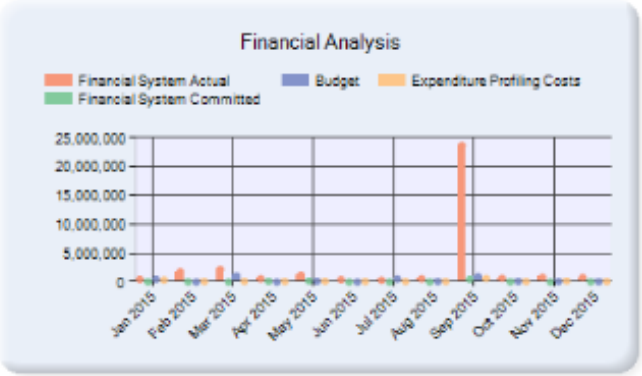
Project	Task/Sub-Project	Jan	Feb	Mar	Apr	May	June
Development	Guidance						
Development	Routing						
Development	Mapping						
Development	Web						
Development	Android						

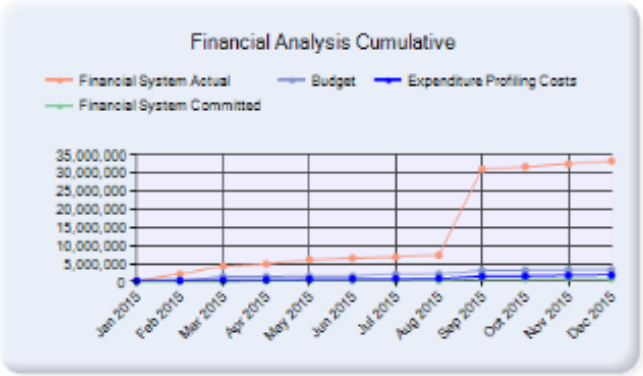
Financial Analysis Report

cora | EPMO

Date: 07 Sep 2016 10:40

Return to Control Screen Export





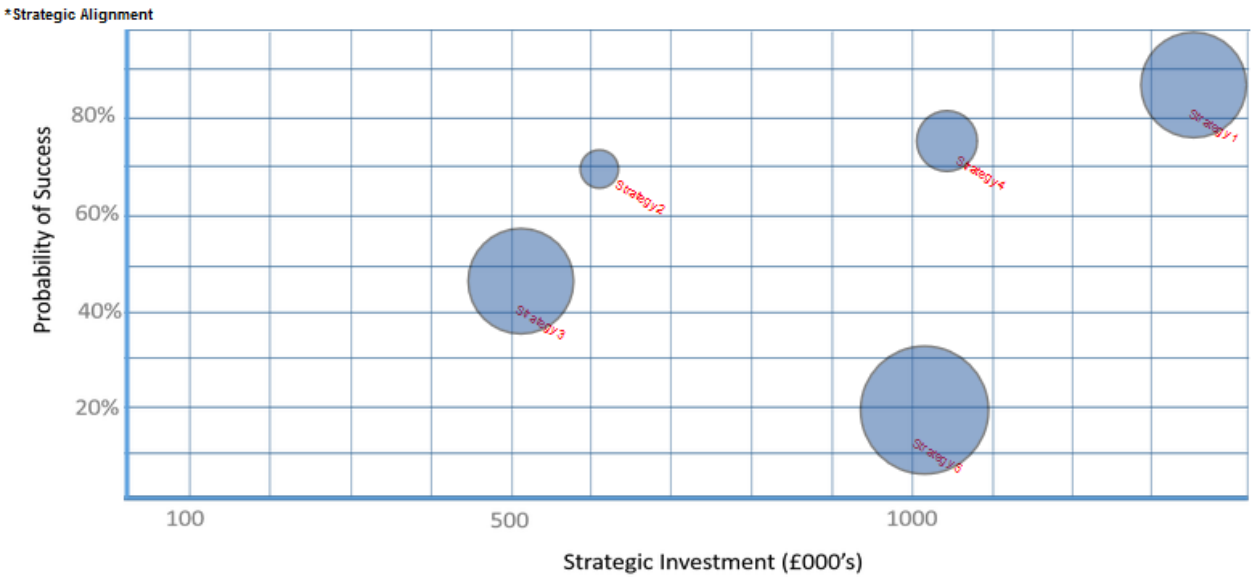
All figures in €000's

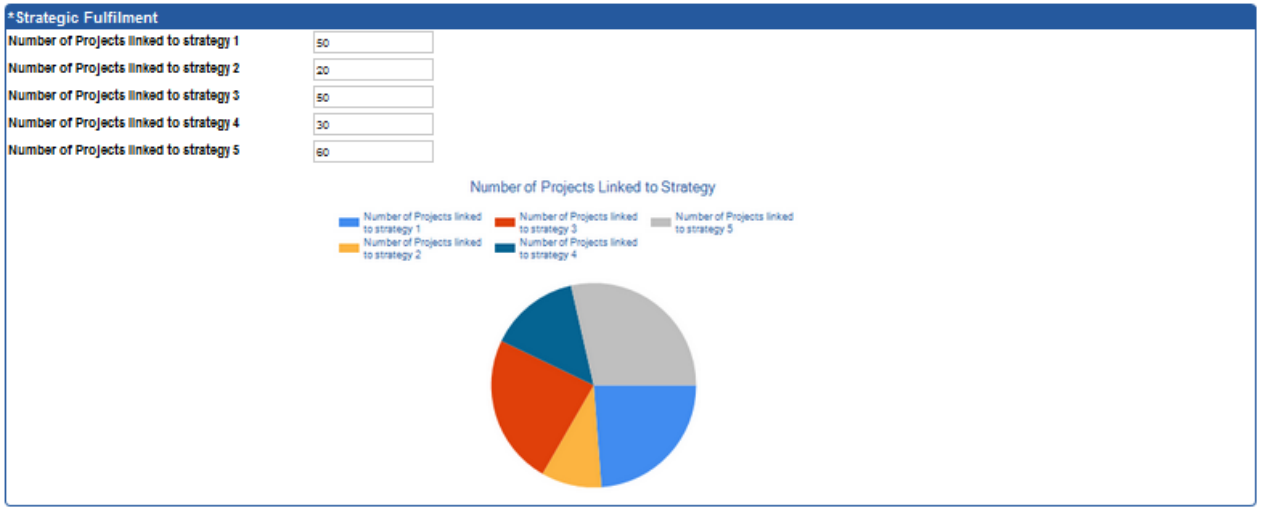
Period	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015
Expenditure Profiling Costs	335,882.36	80,594.83	105,594.83	80,594.83	140,594.83	80,594.83	80,594.83	80,594.83	580,594.83	80,594.83	180,594.83	80,594.83
Expenditure Profiling Costs Cumulative	335,882.36	416,477.19	522,072.02	602,666.85	743,261.68	823,856.51	904,451.34	985,046.17	1,565,641.00	1,646,235.83	1,826,830.66	1,907,425.49
Budget	456,789.00		1,045,000.00		133,888.00		500,000.00	86,000.00	941,033.00	96,000.00	89,255.00	45,000.00
Budget Cumulative	456,789.00	456,789.00	1,501,789.00	1,501,789.00	1,635,677.00	1,635,677.00	2,135,677.00	2,221,677.00	3,162,710.00	3,258,710.00	3,347,965.00	3,392,965.00
Financial System Actual	436,720.44	1,749,308.00	2,196,745.00	534,164.00	1,218,633.25	405,921.69	307,606.63	539,568.81	23,697,257.74	624,135.10	797,541.18	769,561.33
Financial System Actual Cumulative	436,720.44	2,186,028.44	4,382,773.44	4,916,937.44	6,135,570.69	6,541,492.38	6,849,099.01	7,388,667.82	31,085,925.56	31,710,060.66	32,507,601.84	33,277,163.17
Financial System Committed	20,000.00	20,000.00		120,000.00	179,570.00			8,000.00	449,560.00	17,800.00		15,000.00
Financial System Committed Cumulative	20,000.00	40,000.00	40,000.00	160,000.00	339,570.00	339,570.00	339,570.00	347,570.00	797,130.00	814,930.00	814,930.00	829,930.00

Clear Sorting

Project Name	Start Date	Finish Date	Duration	% Complete	Project Manager	PM Status Update	Programme Director	Team Lead	Project Manager	Score	Priority C
2. Live Projects	25 Dec 2014	20 Sep 2017	1,001.00	27.02		Not Yet Run				0.00	
Business Growth and Development	02 Feb 2015	20 Sep 2017	962.00	40.38		Not Yet Run				0.00	
Bloodhound Schools Involvement Project	08 Feb 2016	08 Jul 2016	152.00	94.79	Jonathon Davies	29 Apr 2016	Sean McDonald	Scott Margerrison	Jonathon Davies	9.00	Tier 3
Business Center Redevelopment	08 Feb 2016	08 Jul 2016	152.00	11.93	Sean McDonald	Not Yet Run	Stephen Hetherington	Scott Margerrison	Sean McDonald	27.00	Tier 2
Business Growth Grant Acquisition	16 Nov 2015	05 Jan 2017	417.00	91.25	Sean McDonald	29 Apr 2016	David Goosey	Stephen Hetherington	Sean McDonald	9.00	Tier 3
Business Improvement links	23 May 2016	25 Oct 2016	156.00	87.58	Sean McDonald	08 Feb 2016	Jonathon Davies	David Goosey	Sean McDonald	1.00	Tier 3
Center of Excelence development	08 Feb 2016	22 Sep 2016	228.00	11.93	Simon Renouf	Not Yet Run	Jonathon Davies	Stephen Hetherington	Simon Renouf	0.00	
Coastal Defence Reviews	02 Feb 2015	07 Jun 2017	857.00	17.90	Derry Lynch	12 Apr 2016	John Comiskey	Michael Comiskey	Derry Lynch	0.00	
Internal Training Improvements	28 Apr 2016	20 Sep 2017	511.00	43.20	Jonathon Davies	29 Apr 2016	Sean McDonald	Stephen Hetherington	Jonathon Davies	0.00	
IT Infrastructure Upgrades	28 Apr 2016	20 Sep 2017	511.00	8.54	Sean McDonald	28 Apr 2016	Scott Margerrison	Simon Renouf	Sean McDonald	81.00	Tier 1

Portfolio Dashboard





Project RAG

Submission Date

Submission Date	05 May 2016
Notice to PMs:	Please provide a RAG status for each of the following areas of your project. Provide justification for each status and keep up to date.

Overall Status

Overall Status	Green
R/A/G	G
Reason	Project is on course missed one milestone

Health & Safety

Health & Safety	Green
R/A/G	G
Reason	Need to address the number of Hazards reported

Programme Schedule

Schedule	Red
R/A/G	R
Reason	Issue raised with Project Sponsor

Risk Management

Risk Management	Green
R/A/G	G
Reason	No issues

Issues

Issues	Green
R/A/G	G
Reason	Issue log updated and actions set

Quality & Environment

Quality & Environment	Amber
R/A/G	A
Reason	Needs review with Project Board

Financial Status

Financial Status	Green
R/A/G	G
Reason	Project Finances are on track

- Project areas can be updated within a RAG Dashboard with justification comments
- This can provide RAG updates across
  - Schedule
  - Risks
  - Issues
  - Quality
  - Financial Status
  - Health & Safety

Project Team Report

My Projects (I'm resourced on) (22)

Search for text: Search Reset

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Project	My Risks	My Issues	My Tasks
Alcohilic Hepatitis	0	0	1
FP-7ENV-2011 MOSSclone	0	0	1
3. QIPP Programme	1	0	0
2. GP Referral Management	0	0	1
4. Pathway reviews/ clinic reviews	1	0	2
Firewall Installation	4	0	3
Install New Server X2.1	5	3	3
LEP Project	4	0	2
EVM Project 2	2	0	10
EVM 3	0	0	10

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My Open Tasks (38)

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ID	Task	Project	Due Date	% Comp
5	Budgets signed off	Firewall Installation	02 Apr 2015	0.00
5	Budgets signed off	Remote email set up	02 Apr 2015	50.00
5	Budgets signed off	Simple Project Template	02 Apr 2015	0.00
5	Budgets signed off	Windows 7 enterprise upgrade	02 Apr 2015	0.00
7	Risk register signed off	Firewall Installation	09 Apr 2015	0.00
7	Risk register signed off	Simple Project Template	09 Apr 2015	0.00
7	Risk register signed off	Windows 7 enterprise upgrade	09 Apr 2015	95.00
2	Project Proposal	Substance Misuse	16 Apr 2015	80.00
2	Exploratory Phase [E-CDP]	2. GP Referral Management	10 Jul 2015	0.00
7	Risk register signed off	LEP Project	20 Jul 2015	0.00

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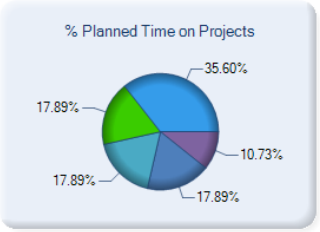
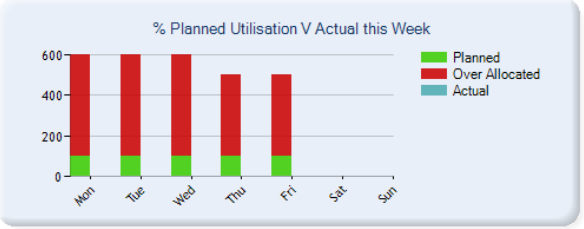
My Time



Period: Weekly

zzImage test project	35.60%
New Project	17.89%
FP-7ENV-2011 MOSSclone	17.89%
Install New Server X2.1	17.89%
Other	10.73%



My Risks (48)

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Description	Project	Target Date	Risk Score
System goes offline	Firewall Installation	14 Apr 2015	10(10)
System goes offline	Simple Project Template	14 Apr 2015	10(10)
Planning phase risk	4. Pathway reviews/ clinic reviews	25 Mar 2015	10(10)
System goes offline	LEP Project	14 Apr 2015	10(10)
System goes offline	Remote email set up	14 Apr 2015	10(10)
System goes offline	Windows 7 enterprise upgrade	14 Apr 2015	10(10)
Supplier drops out	Install New Server X2.1	22 Apr 2015	15(15)
Supplier drops out	Research Project 1	22 Apr 2015	15(15)
Damaged Hardware	Research Project 1	14 Apr 2015	16(16)
Damaged Hardware	Install New Server X2.1	14 Apr 2015	16(16)

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My WorkFlow Approvals (1)

Type: All Status: Not Approved

Search for text: Search Reset

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Type	Name	Steps	Step	Project	View	Submitted	Date	Status
Page	Project Request Si...	4	A	Clinical Development	Project Request	Philip Martin	19 Nov 2014	Not Approved

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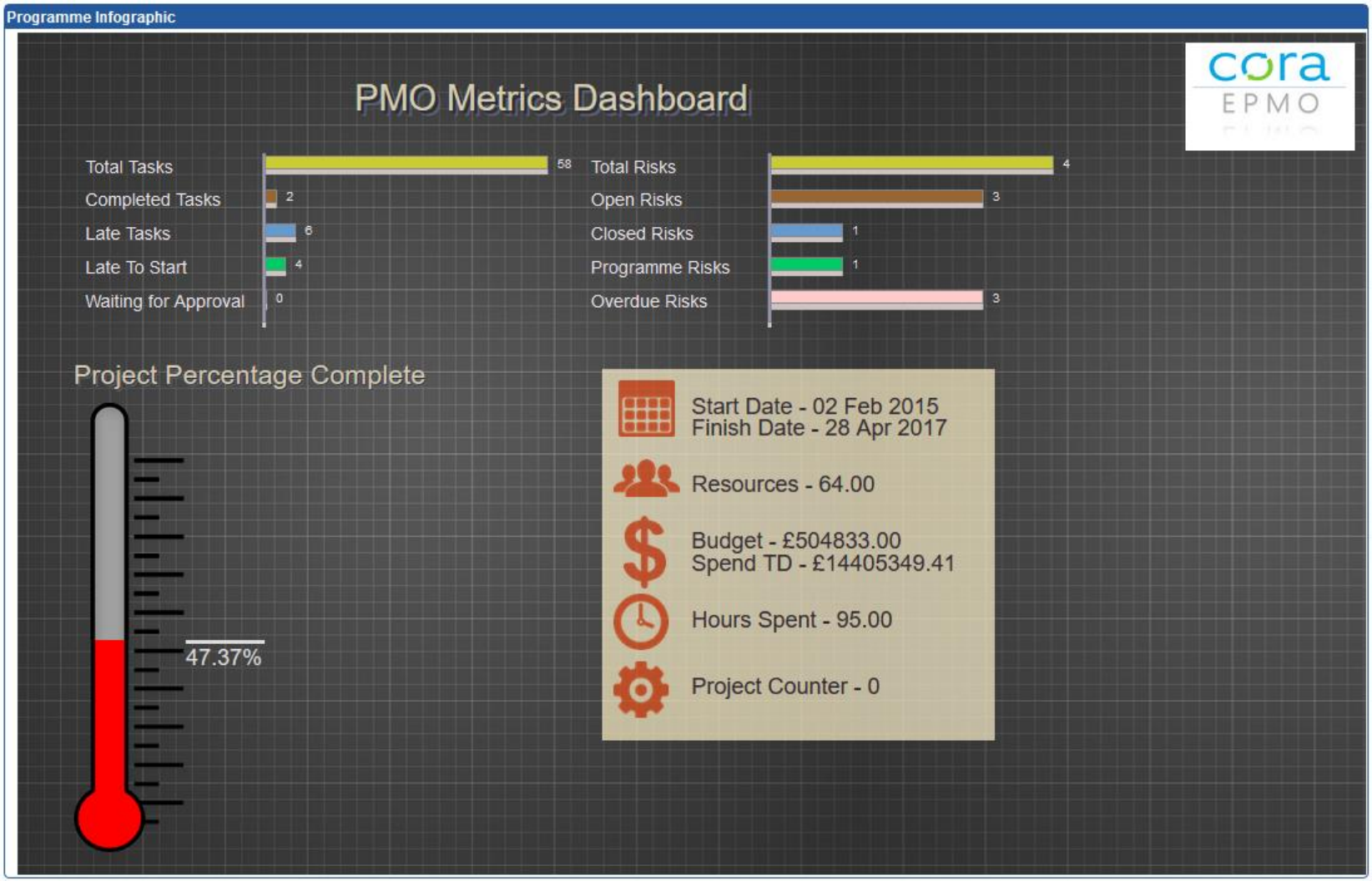
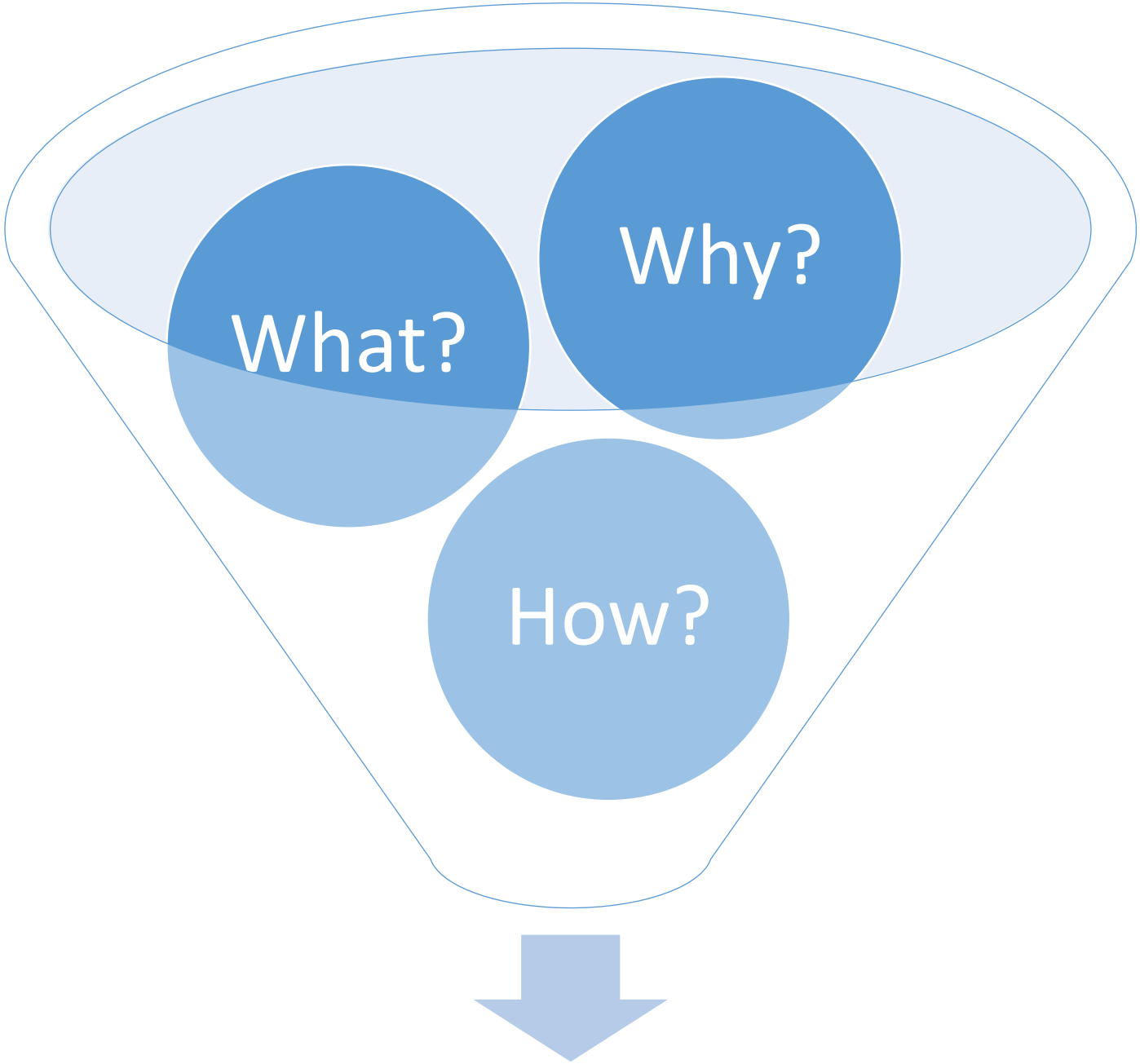
PMO Metrics Infographic




What?
Why?
How?

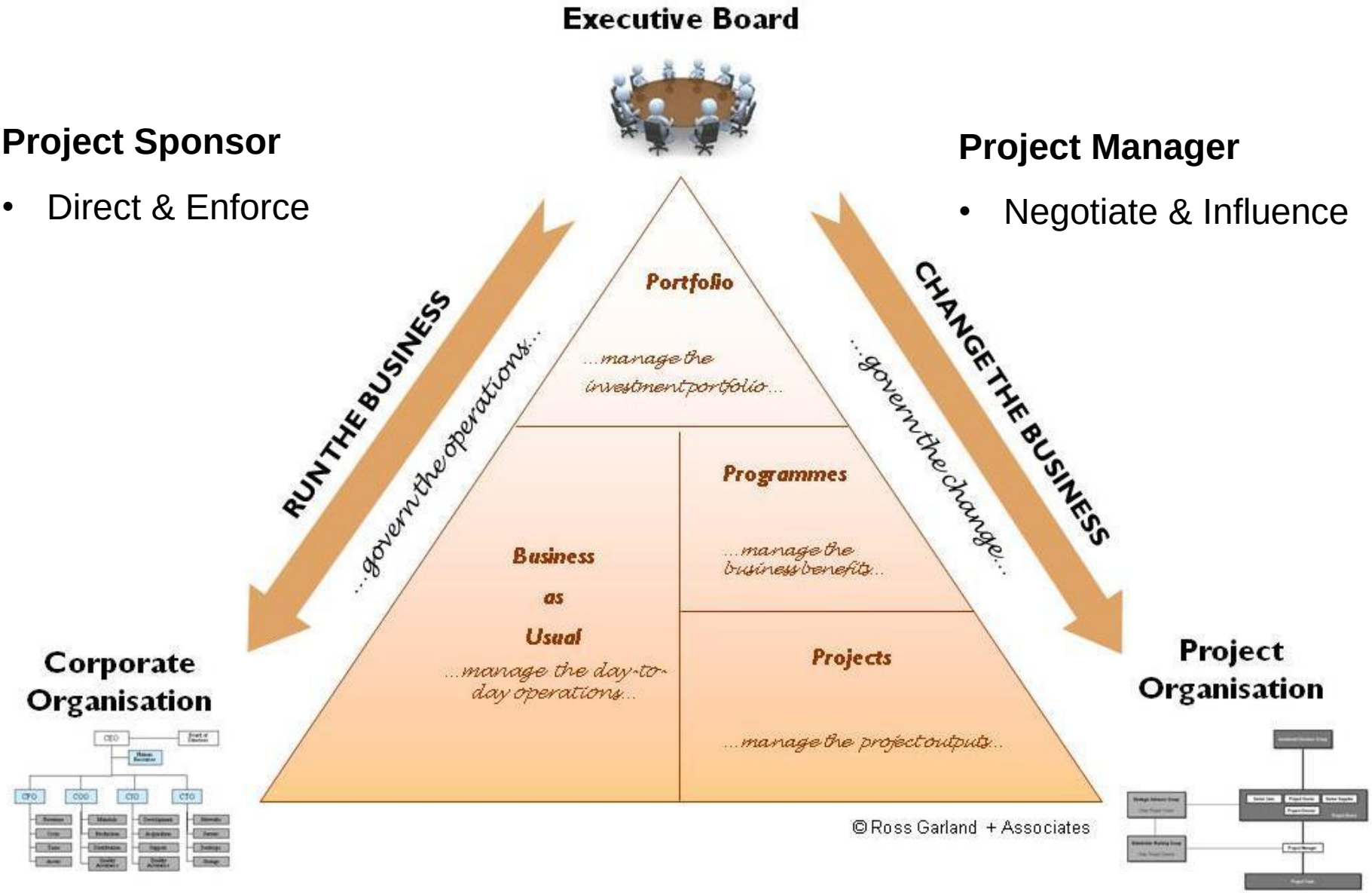
- **Project Team**
- **Governance Team**
- **Senior Leadership**
- **Organisation/BAU**

Project Sponsor

- Direct & Enforce

Project Manager

- Negotiate & Influence



Digital
Synergy

Digital Campus

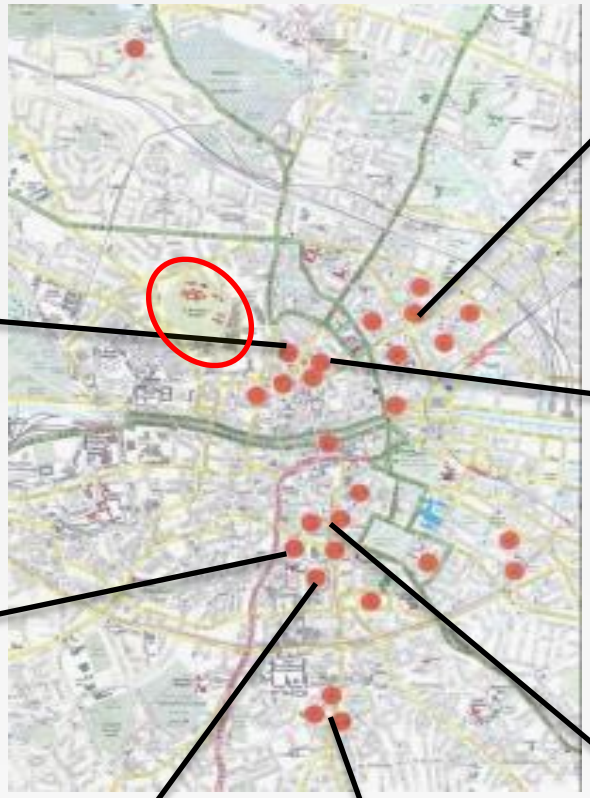
Technological University for Dublin

DIT

ITT DUBLIN

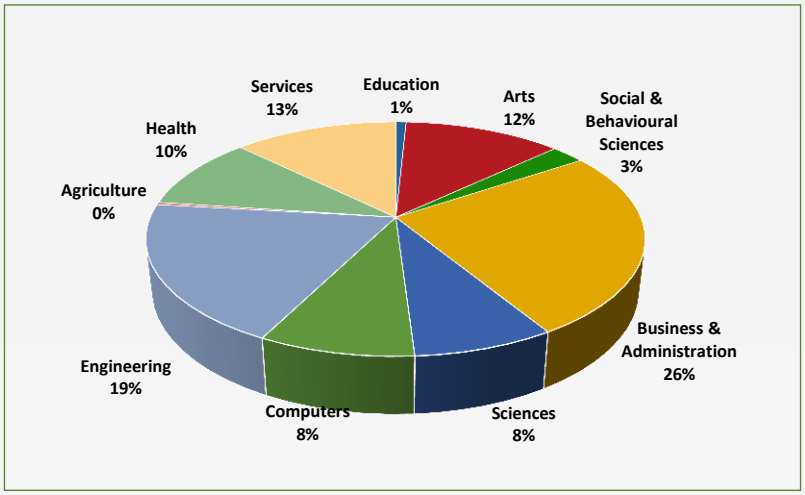
itb

Operating Environment and Business Model



Project Vision: TU4Dublin - *A new type of university for Dublin …*

TU4Dublin Undergraduate Profile



TU4Dublin Locations

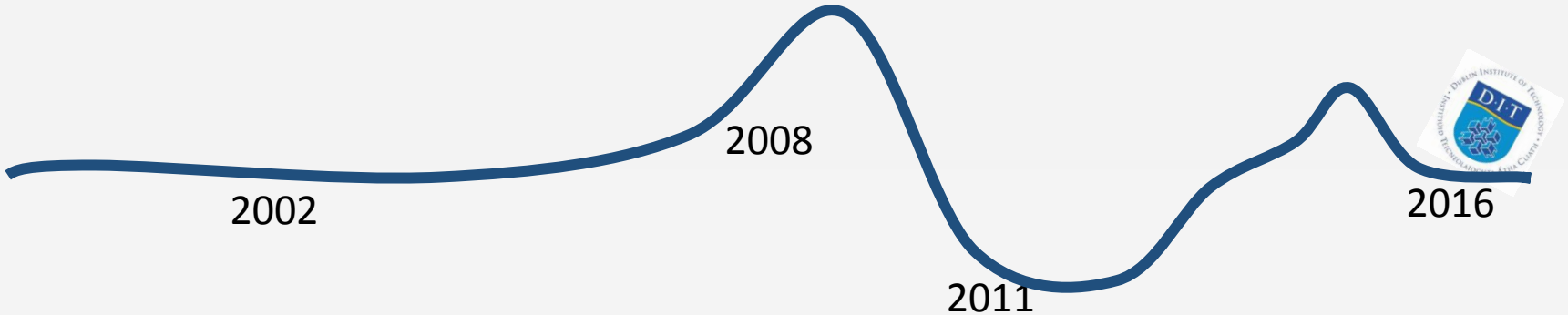
- **27,000⁺ students**
  - **13%** of HE students -nationally
  - **24%** of HE students - Greater Dublin Region (GDR)
  - **Over 1 in 3** of new entrants in **STEM** in GDR
  - 7% research students in GDR; 42% in IoT sector
  - Over **½** of Level 6&7 students in **GDR**
  - More than **1 in 5** new entrants are in target socio- economic group
  - Almost **15%** of new entrants = mature students
- **€200M** turnover
- **2,300 staff,** of which **1,200** are academic
- 3 main Campuses + Digital Campus

13% of national full-time enrolments **17%** of national part-time enrolments

To date

IMG_6390 Photo: Peter Barrow Photography Tel: 0872559638, Date: 6th December 2015

Challenges and setbacks…



- ‘*The dream of a new DIT campus in Grangegorman lives on, but with a multi-million-euro hole in funding it may be* ***difficult to realise.***’

  Irish Times 20 November 2011

- To **Government Flagship Project**

  July 2012

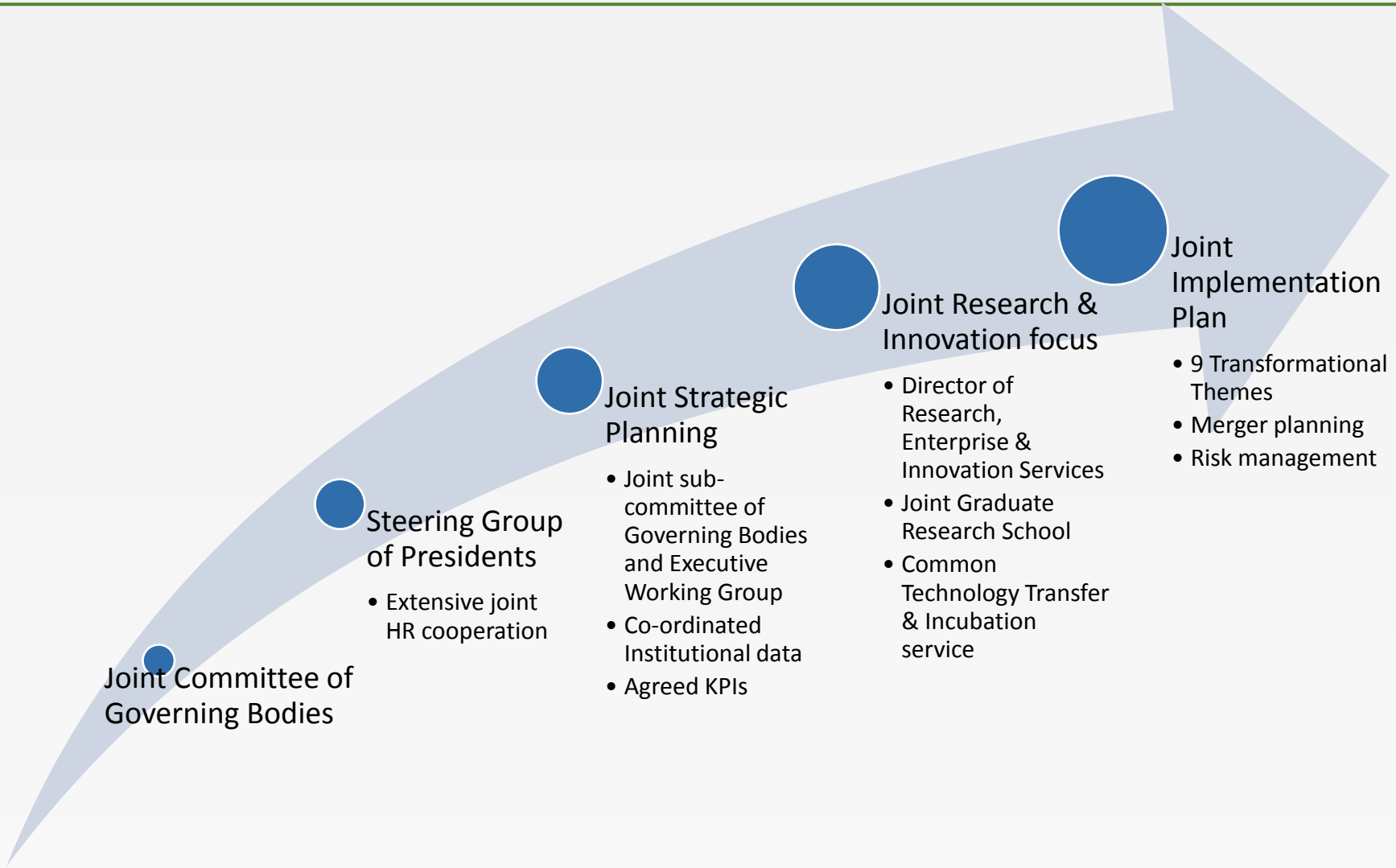
Rapid Build Project– Transforming inner city brown-field site

Project Progress 2014

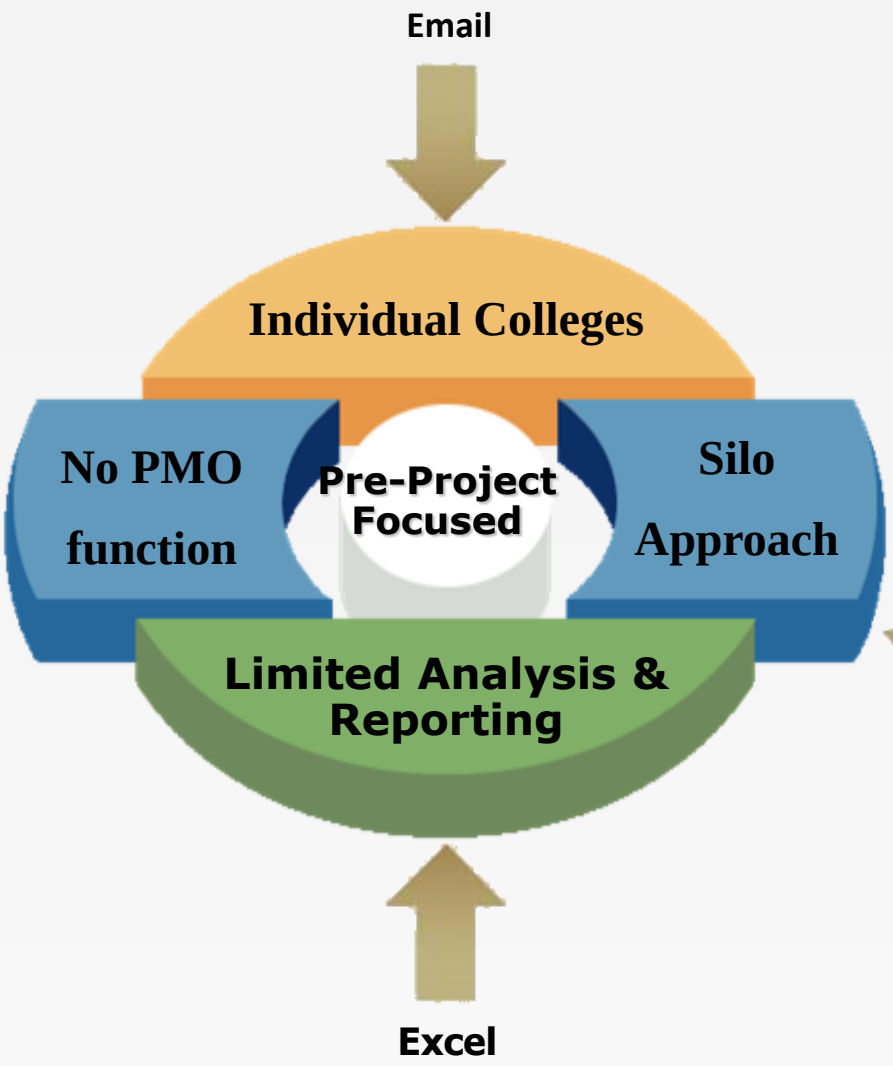
International Recognition

- 2009 Urban Design Award US Institute of Architects
- 2010 Chicago Athenaeum 2010 American Architecture Award
- 2012 AIA National Honor Award for Regional & Urban Design
- 2012 Honor Award - Society for College and University Planning
- 2014 Royal Town Planning Institute, Presidents Award

Stakeholder Collaboration & Project Success



Becoming Project Ready



Limitations

- No Overview of requirements
- No central database for planning work
- Insufficient Data for Informed Decision Making
- Compare Planned & Actual Progress
- No “What if Analysis”

Change management and causes of project failure

CASE
STUDY
HSE Ireland

Vision

Lessons learned

Lessons Learnt

- Engaged and Experienced Team
- Significant upfront effort, with a phased approach
- Recognise there are many “Roads to the Same Destination”
- Selection of Project Sponsor is critical
- Stakeholder Engagement and Communication
- Promote Internal Ownership
- Embrace Collaboration Technology / Project Management Tool
- Under-Promise, Over-Deliver