Project Evaluation and Recovery

luminate
PROJECT SUCCESS SPECIALISTS

RECOVERING FAILING PROJECTS

A guide for business managers and project sponsors

Taking on a project is risky – even for the most highly-trained project managers or experienced sponsors. When the business gives the green light, it's counting on the project to work, and you're responsible for ensuring it doesn't fail.

The complexities of project management and the intricacies of a project manager's role might seem vague to the untrained eye but failing is a universally feared term – no one enjoys admitting defeat.

That's where the true value of good project management lies. While not all parts of the process are in your control, careful planning and strong leadership can go a long way to ensure the success of a project.

Luminate owner Jarrod Bennett and his team are experts in project evaluation and recovery. Over the years, they've helped many organisations and failing projects to recover and, ultimately, succeed. Using their insight and knowledge, let's explore why so many tech projects fail and what can be done (if anything) to turn the tables.

KNOW WHAT YOU'RE LOOKING FOR? SKIP AHEAD:

DEFINE SUCCESS

Success starts with a simple (or not-so-simple) definition

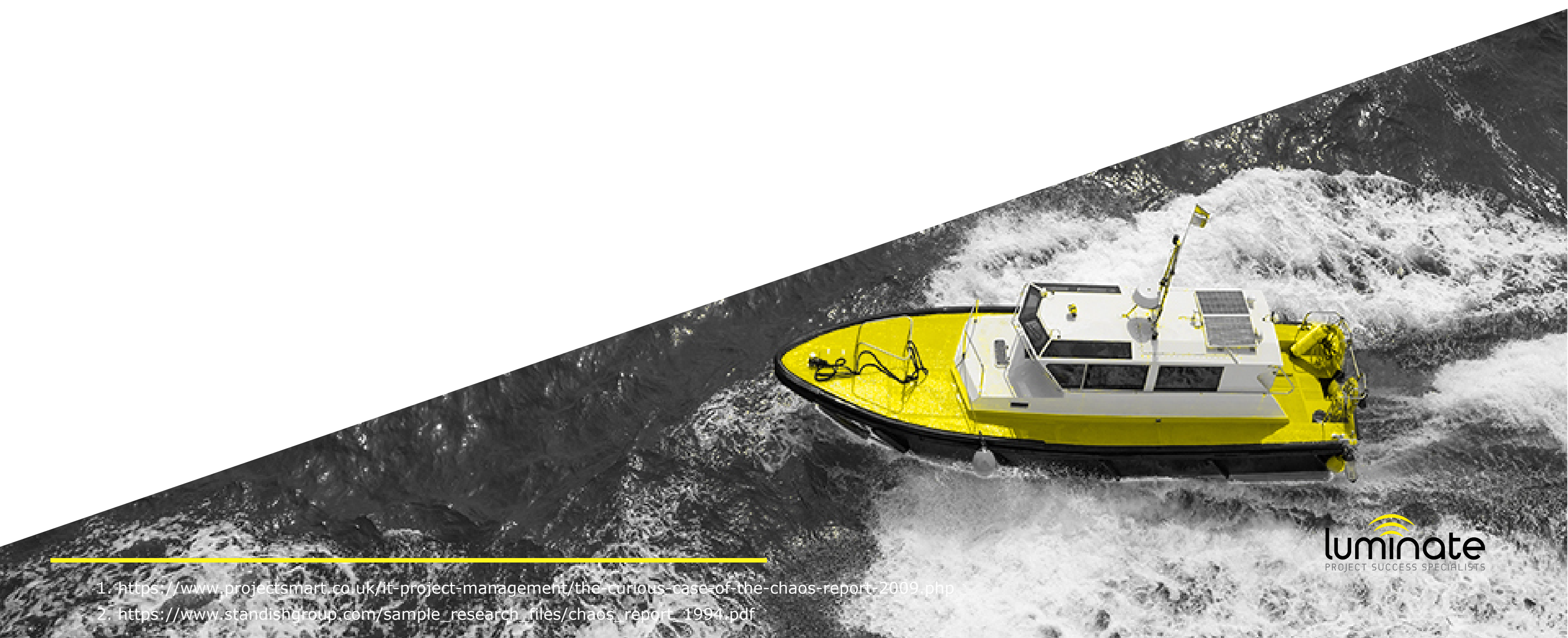
Historically, many organisations have defined project success as one that meets its objectives under budget and on schedule. But that's a rather simplistic approach, and here's why – the success of a project goes far beyond those determining factors. However, pinpointing other dimensions – like added value or meeting stakeholder expectations – can be more difficult.

The evolution of project success

In 2020, it was reported[1] that 31% of projects were successful, 50% were challenged and 19% failed. Compare those results to the same report[2] from 1994, and you'll find the number of successful projects has doubled over the years. However, almost one in five projects still fail – despite the advance of technology.

In that '94 report, success was defined by a project's performance in relation to cost, time and functionality. But the difference (or deviation) between the estimated value and the actual true value requires context and can vary with each organisation. In some instances, a 20% estimation error might not affect a project's success. In others, 5% could be disastrous.

These complexities are the reason why definitions of project success based on cost, time and functionality are misleading. They're not representative of the full picture – benefits, value and user satisfaction included.



1. https://www.projectsmart.co.uk/it-project-management/the-curious-case-of-the-chaos-report-2009.php
2. https://www.standishgroup.com/sample_research_files/chaos_report_1994.pdf

Success is adding value

What this tells us is that defining success isn't always as straightforward as it looks. But, *not* defining success criteria right from the start is like running into a maze blind – you'll never really know if you've hit your target.

Author of *The Project Success Model* Henrico Dolfing[1] says that "project success occurs when the outcome of the project adds value to the organisation. And the value of a project is defined by subtracting all the costs from all of the benefits the project delivers."

It's a simple equation that can be broken down into three levels of success:

1. Project delivery success. This set of criteria assesses the classic triangle of costs: scope, time and budget. How efficiently has the project used its resources to deliver on those outputs during its life?

2. Product or service success. This level refers to whether the product or service delivered is successful (that might be a reduction in operational costs, increased customer satisfaction or improved workflow efficiencies). These criteria or benefits need to be measured once the product/service is implemented and over a defined period.

3. Business success.
Lastly, this is where you determine the value a product or service brings to the organisation, and therefore its contribution (whether financial, strategic or social) to business success.

The success of a project can also change depending on who you ask and when. For example, end-users resistant to change might hate the complexity of learning a new system, but 12 months down the track they'll have a better handle on how it works and the benefit it brings.

Overall, the success of a project depends on a combination of all three criteria. However, it's also important to recognise that success and failure are not fixed because arguably, a project can be partially or fully successful. It all comes down to the individual organisation and what's required from success criteria.

Defining success at the start of a project is critical

In summary, determining the success or failure of your project involves defining the success criteria relevant to the project, how you will measure said criteria and when. The success of your project will be determined by how many of your success criteria are met and to what degree.

1. https://www.henricodolfing.com/2020/11/project-failure-is-largely-misunderstood.html

PEOPLE SKILLS ARE KING

The starting gun fires – and your project stalls before it has a chance to pass go. Why?

Projects are at their most vulnerable at the start for several reasons:

- You might not have enough information
- Your plan may not be believable
- You could lack stakeholder support
- Or, you don't have relationships with the right people.

Believe it or not, tech projects aren't about tech. They're about people. And people are wary of change – unless you build trust and rapport first.

Building trust – the foundation of project success

Despite people skills being cited as critical for project management, not everyone immediately sees the tangible value good relationships can have in the workplace. Building strong relationships is one of the most effective ways to ensure your project is successful because without people on your side, it'll be significantly harder to achieve your goals and keep stakeholders happy. There's an old saying: people will forget what you did and said, but they won't forget how you made them feel.

Jarrod has a no-surprises policy – and for good reason. "The worst thing you can do to undermine your stakeholders is have too many surprises. It gives people no confidence that the project is under control."

There is no magic wand for people and relationship skills, just time and commitment. Get to know the teams and people who will be involved. You don't need to shout everybody a round of Friday night drinks; genuine conversations with them will do the trick.

People prefer to work with people who they know and trust, and they're more likely to go out of their way for people they already have a relationship with.

WHY PROJECTS FAIL

Top five project f#@k ups to avoid

Neglecting to define success and poor working relationships are two of the biggest contributing factors to project failure, but the buck doesn't stop there. Big tech projects fail at an astonishing rate and the result isn't always just financial loss. Failed projects can be disheartening for employees who have worked hard to complete their share of work, reputations can be affected, and legal headaches arise.

But the question remains – why? Here we look at other reasons so many projects fail:

1. Solving the wrong problem

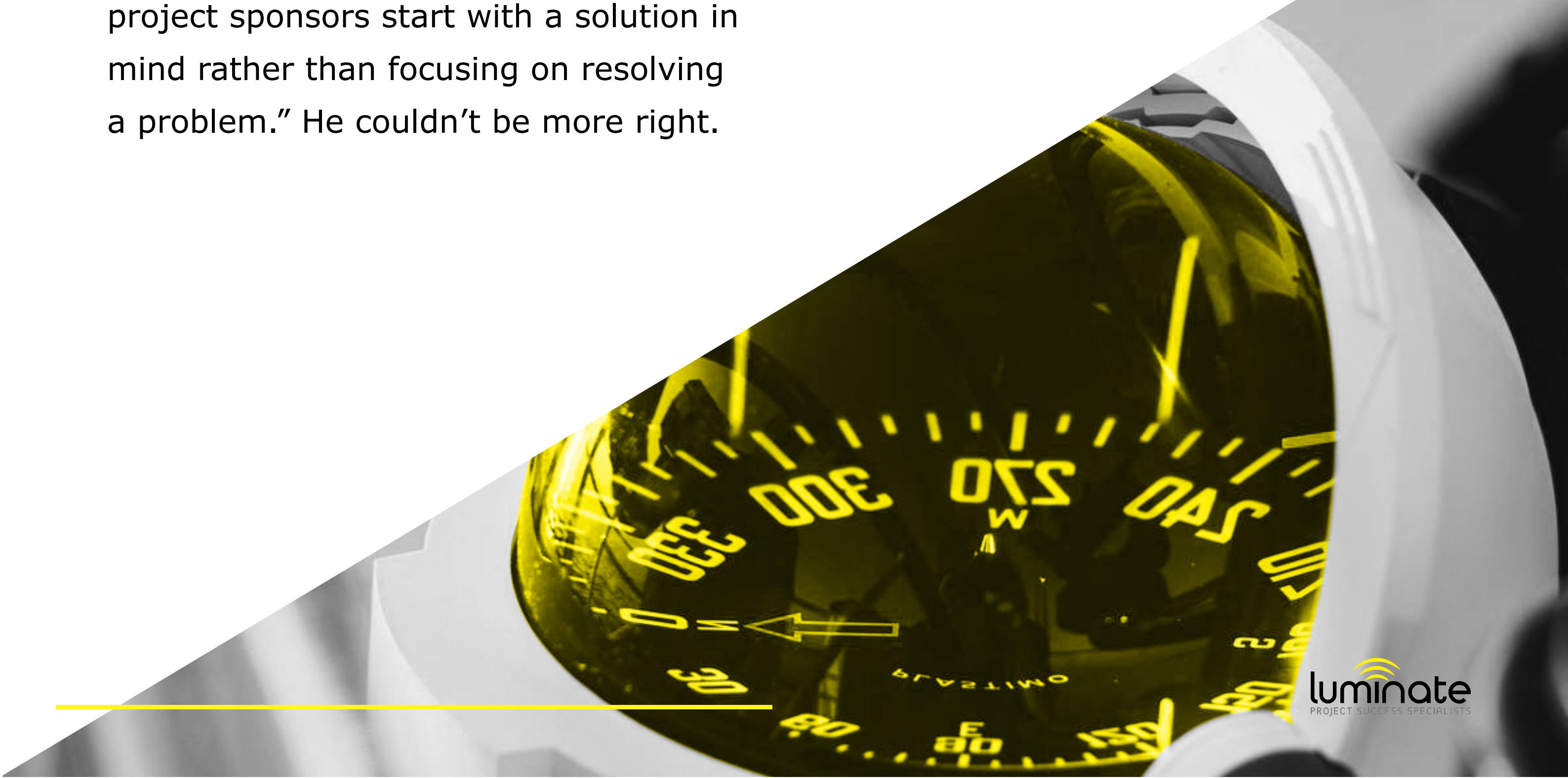
In *The Project Book*, Colin D Ellis states that "too often, organisations and project sponsors start with a solution in mind rather than focusing on resolving a problem." He couldn't be more right.

A business that dives head-first into a project without first validating the true impact of the problem on the business, is doomed from the outset. How can you expect to solve a problem if nobody can articulate what that problem is? The result will be ineffectual decision-making and a project that either burns cash by taking too long to get started or doesn't have the support of the business.

At Luminate, we solve this by asking these four questions:

- **Is this problem worth solving?**

If your business stakeholders aren't in enough pain and the business disruption from the project



outweighs the value being delivered, then stop right there.

◆ **Does the project have the support of the key stakeholders?** These are people in the business who can influence, challenge or ultimately stop the project.

◆ **Does the proposed solution solve the business problem?** The problem might exist, but does the solution deliver the vision being proposed by the sponsor?

◆ **Does everyone involved understand the cost to deliver the project and are they willing to foot the bill?** In other words, do they believe that this project is the best bang for their buck?

Validation is about doing the right projects at the right time and delivering maximum business value from scarce and finite resources. Upfront validation doesn't guarantee project success, but it does get you off to the best possible start.

2. Insufficient communication

In project management, communication is key. In theory, project managers understand this, but it's not always done effectively. In this context, insufficient can mean not having enough communication between project teams and stakeholders involved or using the wrong methods or messaging to explain project details. Here are some pointers to consider:

◆ **Shake things up.**
Identify your audiences first before crafting the message. Use different methods to engage effectively with the different dynamics of each stakeholder group. For example, avoid tech-speak when conversing with non-tech executives.

◆ **Leverage mid-management.**
Managers will know better than anyone else how best to communicate with their direct reports. Use that skill and knowledge to your advantage.

◆ **Get to the point**.
Especially when it comes to communicating with senior leaders, you don't want to beat around the bush. Your messaging should be open and transparent – and give senior business leaders what they need to know to make informed decisions.

3. No agreed plan or timeline

Unless there's an uncanny alignment of the stars or a stroke of good luck, it's highly unlikely a project will be successful without a plan. It's like navigating to a destination without a map.

You need a plan to get to the desired project outcome. It doesn't matter whether the plan is simple or complex, so long as it matches the complexity of the project. It needs to have a clear timeline and realistic milestones at every stage so you can measure progress, or you'll simply meander off the path altogether.

The plan also needs to be believable. When the team at Luminate was engaged by 2degrees to support recovery of a business-critical project in their call centre, this was something they identified.

"The project didn't have a believable plan. It wasn't based on facts and reality, too many assumptions hadn't been validated. You can have a plan with assumptions – but they must be validated and real," Jarrod explains. Tracy Duthie from 2degrees says the project needed some clarity."We were struggling to find a project manager with the right capability, experience and leadership to steady the ship on one of our business- critical projects. Thankfully, Luminate was able to provide a senior PM from their team who dealt in facts, had the right experience with contact centre platform replacements and was able to manage vendor relationships exceptionally well."

4. Lack of leadership, and therefore accountability

It’s a trap that almost every organisation falls into. Tech projects are seen as ‘IT projects’ and therefore the onus is on the IT department, regardless of what the project is. This leads to a lack of accountability outside the IT department.

Leadership of a project doesn’t just sit with the project manager or the IT department. As with all organisational change, it requires strong leadership from the top down. If the project lacks buy-in and support from C-level executives and department managers, it’s difficult for employees to get on board. And if the executives aren’t driving the project and holding the team accountable, it can easily spiral out of control.

In Chapter 45 of *The Project Book*, Colin D Ellis says “as soon as the benefits are declared in business cases, senior leaders and managers need to be on the hook for them.” He gives the following example - if a benefit is cost savings, then they should be immediately deducted from the following year’s budgets.

5. Failure to test delivery on end-users’ needs

As mentioned in the previous section, tech projects are driven by the needs of people. So, no matter how fancy or advanced the tech – if it’s ineffective or fails to deliver on end-users’ needs, you’re going to have a hard time hitting success.

A lack of real-world user testing before launch is a common problem. User testing is an opportunity to validate that the project solves the right user problem. Once it’s conducted, the project must prioritise addressing feedback, or end-users won’t be happy—and ultimately won’t use the technology created for them.

All of this hinges on business buy-in, share of mind and active participation. If the stakeholders can’t or won’t find the time to participate in acceptance testing, then you’re highly unlikely to succeed and it’s time to wave the red flag.

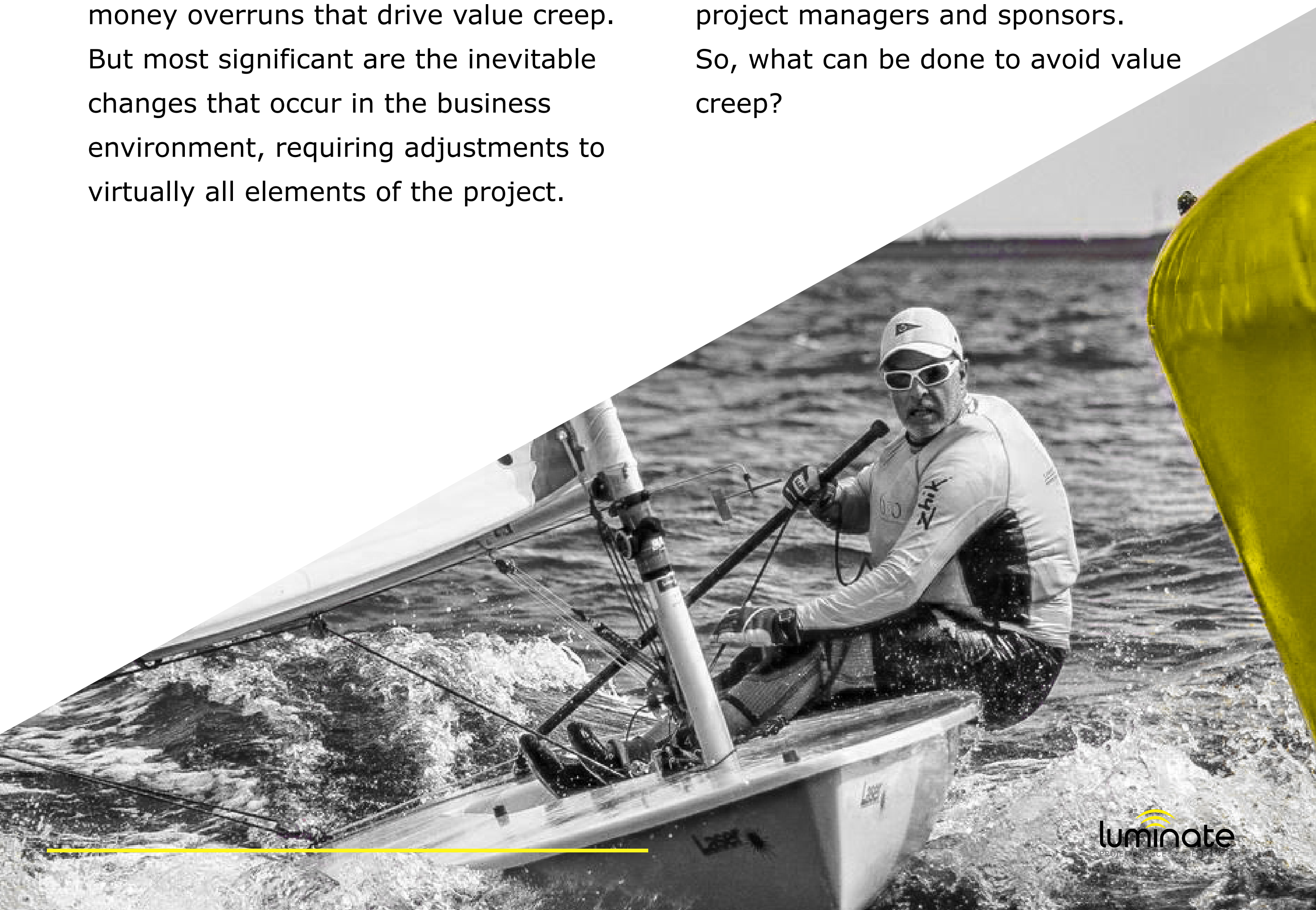
VALUE CREEP – THE REAL KILLER

It's the number one enemy of multi-year projects. Delivering out of time or over budget (or both) doesn't necessarily mean failure. But falling short on value does.

When the benefits of your project progressively go down as costs go up, that's called value creep. The result is a loss in project value, and it can strike at any time. Most projects are subject to unforeseen change and the time and money overruns that drive value creep. But most significant are the inevitable changes that occur in the business environment, requiring adjustments to virtually all elements of the project.

Over time, executive support will wane, especially as leaders and sponsors get assigned new projects or simply lose interest as the project drags on. Team fatigue, burn-out and unavoidable staff turnover can be difficult to predict or manage.

Finishing a project is a big part of being fulfilled at work. That's why long projects that go on and on and on are challenging for even the most seasoned project managers and sponsors.
So, what can be done to avoid value creep?



- **Keep projects short with recognisable early benefits.** Research has repeatedly demonstrated that short-duration projects are more likely to be successful than prolonged endeavours. And, of course, faster realisation of benefits is more likely to keep executive interest and support high.
- **Go back to basics.** Make sure you understand the outcomes the project is meant to deliver and the business problem it should solve. Redefine the project's work programme around a series of delivery goals that are linked to the overall outcome. Make sure the project team understands these linkages, has an emotional attachment to solving the business problem and celebrates the achievement of goals as you work toward the outcome.
- **Break the project into manageable chunks.** Organise larger projects into subprojects or milestones where the outcome is to deliver on action steps at each stage. There is a constant focus on delivering customer value as early as possible, but each milestone still needs to be referenced to how it's contributing to the overall project outcome. As goals are met and progress is measured, this creates a sense of achievement within the team and keeps it motivated and energised.
- **Enlist the help of your sponsor.** Reinforce these messages and make the team feel that what it's doing is valuable to the organisation.
- **Give people a chance to refresh.** If you continually burn out teams, you soon become the person nobody wants to work for, and people will get fed up with being constantly exhausted and leave.

As Jarrod explains, "It's cliché, but projects are best digested one bite at a time. An example is when we worked with Fletcher Building to deliver a Windows 10 rollout across 8000+ desktops and more than 30 business units. There were lots of different ways we could drill down and get the project completed – we could go north/south, regional or by business unit. The most important thing was to get the confidence of the stakeholders, using facts and hard numbers that showed genuine progress. It was about getting some runs on the board to then be able to move full steam ahead."

GET A REALITY CHECK

Project plans fail for many reasons – over-optimistic estimates, misunderstanding the needs of key stakeholders, plans driven by deadlines rather than feasibility. Take another look at those reasons and you'll find that many come back to the same root cause: they aren't grounded in reality.

"Too often, there's a bias towards optimism. I mean, last year I had three gym membership cards in my wallet – that's an absolute bias towards optimism. In the project management world, we look to address that bias by defusing emotion with facts, so you can make decisions that are based in reality," Jarrod says.

This isn't one person's fault, and even though skills and experience may provide some insulation, they don't eliminate the problems.

Why? Because we lose touch with reality for reasons rooted in basic psychology.
They're called cognitive biases – and many could affect your project. The trick is to build awareness so you can prescribe the correct antidote.

- **Overconfidence.** Known as the Dunning-Kruger effect[1], this is a direct cause of underestimation on many projects. It's what drives continuous change or uncontrolled growth in scope. Conversely, good estimation comprises collaboration, transparency, repeatability, and comparability. The more information that's available, the better the estimate will be at that point in time.
- **Oversimplification.** To deal with complexity, we use assumptions and mental models. While sometimes this is essential – for example, when rapid decision-making is required – it can lead to unintended outcomes such as escalating time, cost and complexity. The real danger is when your teams begin to operate in model land rather than the real world. When we fail to recognise the true complexity of our projects, we accept the unrealistic and fail to recognise and manage key risks.

1. https://en.wikipedia.org/wiki/Dunning–Kruger_effect

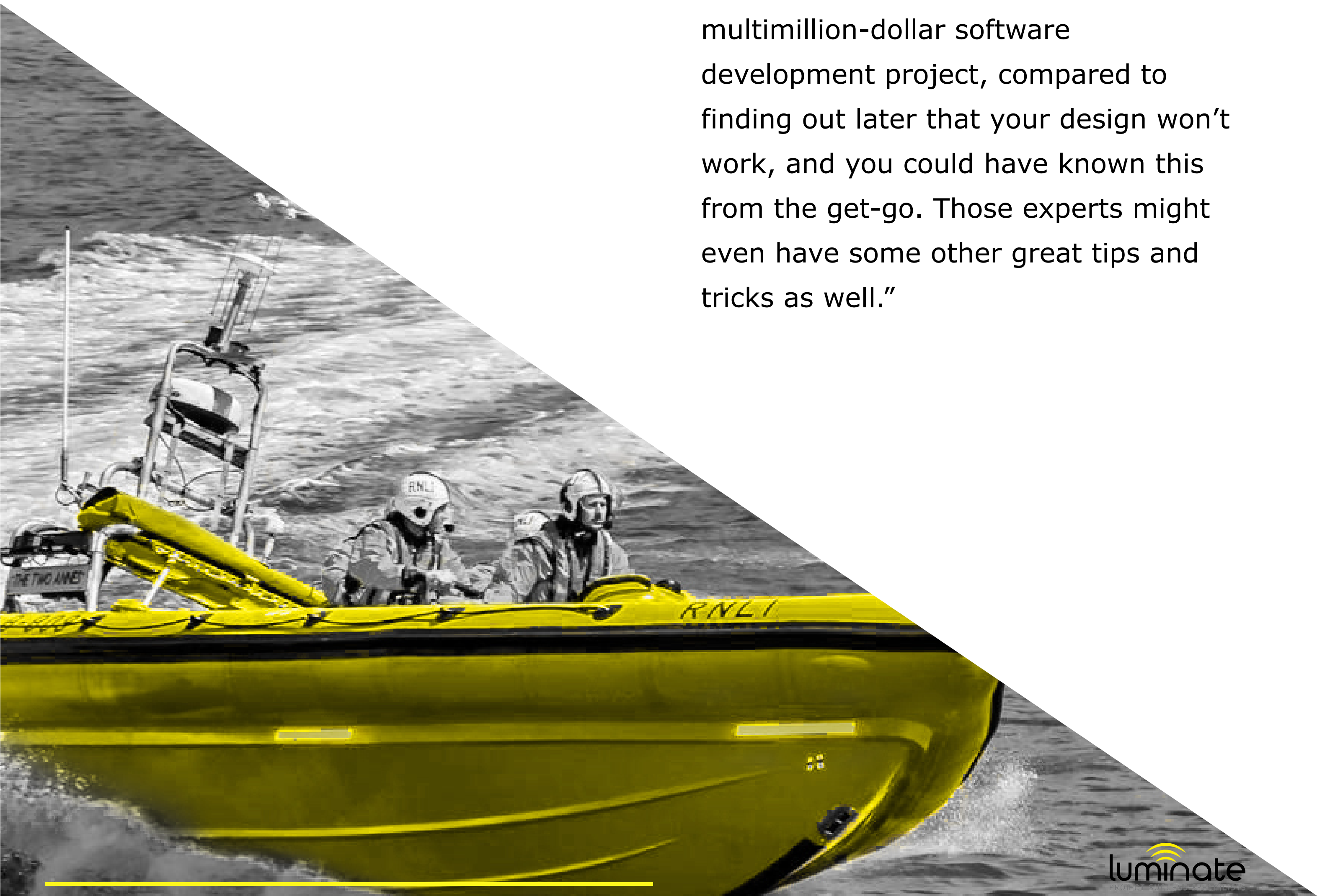
◆ **Avoiding pain.** Rather than going through the pain of admitting that we have been delayed, we find reasons to persuade ourselves that we'll catch up by the next milestone. This is no different to compulsive gambling and doubling down on the next bet. Ultimately, this false belief results in missed milestones and erosion of stakeholder confidence.

◆ **Confirmation bias.** All project managers want to believe that our projects are staying the course and hitting milestones. However, this bias toward optimism often means we go looking for evidence that confirms our existing hopes and beliefs, and we ignore any contradictory information.

This is where change impact assessments are critical, Jarrod says. "Use your original business case study as the baseline and ask yourself the hard questions. What is the business problem you're trying to solve and what is the impact of that problem? If you're beginning to erode all those benefits, it might be more cost-effective and less disruptive to the business to consider a different option."

- **Availability cascade**. If we hear a message often enough, we begin to believe it. A team takes initial rough estimates and works with them, gradually losing sight of the fact that there is little basis for them; a manager repeats the high-level vision to all who will listen and starts to mistake the vision for delivered reality.
- **Perceptual bias.** Gradual trends are harder to recognise than sudden changes. We get locked into our view of individual details rather than stepping back and seeing the whole picture. When we're under pressure, we see those days as individual, disconnected events and lose track of the bigger trend towards disaster.

This passage[2] from Henrico Dolfing sums things up nicely: "All the above-described biases often combine and reinforce each other. We want to believe that we are above average at what we do, so confirmation bias reinforces our overconfidence. As we continue to confirm how good we are, repetition bias adds further reinforcement. This growing overconfidence makes us more prone to use pain-avoidance strategies. We assume we will be able to solve any problems, so we do not face up to potential difficulties or invest in analysis and risk mitigation. It is cheap to fly in two independent experts to validate your solution architecture for your multimillion-dollar software development project, compared to finding out later that your design won't work, and you could have known this from the get-go. Those experts might even have some other great tips and tricks as well."



2. https://www.henricodolfing.com/2018/03/it-is-time-to-face-your-project-reality.html

WHEN TO PULL THE PLUG ON A PROJECT

Knowing when – and how – to kill a project is just as important for the success of organisations.

At some point in your career, you're almost certain to find yourself running a project that has no chance of success (or should never have been initiated in the first place!).

Similarly, there are often suppression factors or obstacles that may be hiding the truth about your project - and could get in the way of being able to take meaningful corrective action.

In *Project Rescue*: *Avoiding a Project Management Disaster*, Sanjiv Purba explores suppression factors, specific behaviours or events that suppress or hide the fact that a project is experiencing problems. This is the reason many projects that fall into trouble are not diagnosed properly, and end up in a downward spiral that leads to costly project outcomes with little of the projected benefits.

Here are some examples:

- **Ego.** Most people want to succeed; some may even think they deserve success after putting time and effort into a project. A failed project is often perceived as a black mark on an otherwise stellar career, and as a result, some projects hang on for longer than they should. However, project managers and sponsors should set aside ego and re-evaluate a project based on benefits minus costs (the value being delivered), no matter whose idea it was.
- **Ownership.** People who have ownership of a project often aren't objective about it. They get too close to it and become emotionally attached. The idea that their work is headed for the trash heap is something they take personally and may find hard to accept.

◆ **Indecision.** Feedback and governance are essential parts of any project. But decision-by-committee rarely leads to the best outcome. Every project should start by establishing clear, workable goals and give one person the ultimate ownership and accountability for meeting them. And that's the job of the sponsor.

◆ **Momentum and inertia.** Often, projects are left to meander simply because they're close to being completed. The desire to check the final few boxes, and declare the finished project a success, may outweigh the fact that the project is not very useful.

◆ **Culture.** Killing a project is easy to do if an organisation fosters a calculated risk-taking culture; it will be seen as a learning opportunity rather than a failure. But most organisations aren't wired that way and are a lot less eager to pull the pin on a project they've invested significant time and resources in, even if it's doomed to failure.

◆ **Sunk costs.** The decision to kill a project should be based on future tasks and future value. The focus should be on how much more needs to be done and spent, and what benefits would accrue from the project once completed. If those benefits do not exceed the costs of taking it from here to completion, then you should kill it, regardless of the money spent already.

◆ **Fear of the unknown.** Killing your project is scary. We're afraid of losing the respect of our peers, a promotion or even our job.

People's natural inclination is to focus on the positive, and killing a project is never a fun or rewarding process. However, a hopeless project that drags on for months (or years) consuming valuable resources is even worse.

Here are some strategies for feeling the fear – and killing it anyway:

◆ **Understand the impact on the organisation.** Before you take any steps toward ending a project, think about who will need to be involved in the decision, who should hear the news first and what (if any) contingency plans will need to be put in motion.

◆ **Don't play the blame game.** Whatever you do, don't point the finger – you won't be doing yourself any favours. Focus on the reasons the project needs to be stopped and avoid any unnecessary or excessive details about mistakes made by particular people or teams.

◆ **Establish a process.** Implement a decision-making process to shut down non-functioning projects. You need to have somebody on the team whose focus is keeping the project grounded. Without a formal process, team members may assume they have to continue until the documented end of the project.

◆ **Set a time bomb**. This forces you to kill your project if it doesn't get to the level of success you want by a specified time. This is extra tough when you have a project that's not necessarily bad, but may not be the best, either.

◆ **Reach out to stakeholders.** Before terminating an unworkable project, ensure that the stakeholders are all on board with the decision and the reasoning behind it. No one involved with the project should encounter any surprises when it is terminated.

◆ **Focus on business impact.** Make it clear you're not shirking work simply due to a complexity factor (nobody wants to be seen as unwilling to follow through on their objectives), but rather acknowledge you've gone down the wrong path and are returning to the proverbial fork in the road to pick a different option that delivers better value to the business.

This short excerpt from *Rescue the Problem Project* by Todd C. Williams sums up pulling the pin on projects well. "Cancelling a project may seem like a failure, but for a project to be successful, it must provide value to all parties. The best value is to minimise the project's overall negative impact on all parties in terms of both time and money. If the only option is to proceed with a scaled-down project, one that delivers late, or one that costs significantly more, the result may be worse than cancelling the project."

LEARN FROM FAILING PROJECTS AND MOVE ON

Stop looking through the rear window – you won't see an opportunity or threat until you hit it.

In many ways, a project in trouble should be defined by the same three levels as a successful project – if the costs exceed the benefits and projected value, this will set a course that will inevitably fail.

Understanding what a failing project is doesn't necessarily help you prevent any future failures. However, an experienced project manager should be able to identify the telltale signs that a project is in serious trouble.

Telltale symptoms

These symptoms are the direct result of deeper underlying problems within a project, and should be seen as a harbinger of problems yet to come. The skill of the project manager is in sorting the wheat from the chaff, and understanding which of these can be dealt with at the project level, and which need to be escalated to the sponsor and wider governance team.

For example:

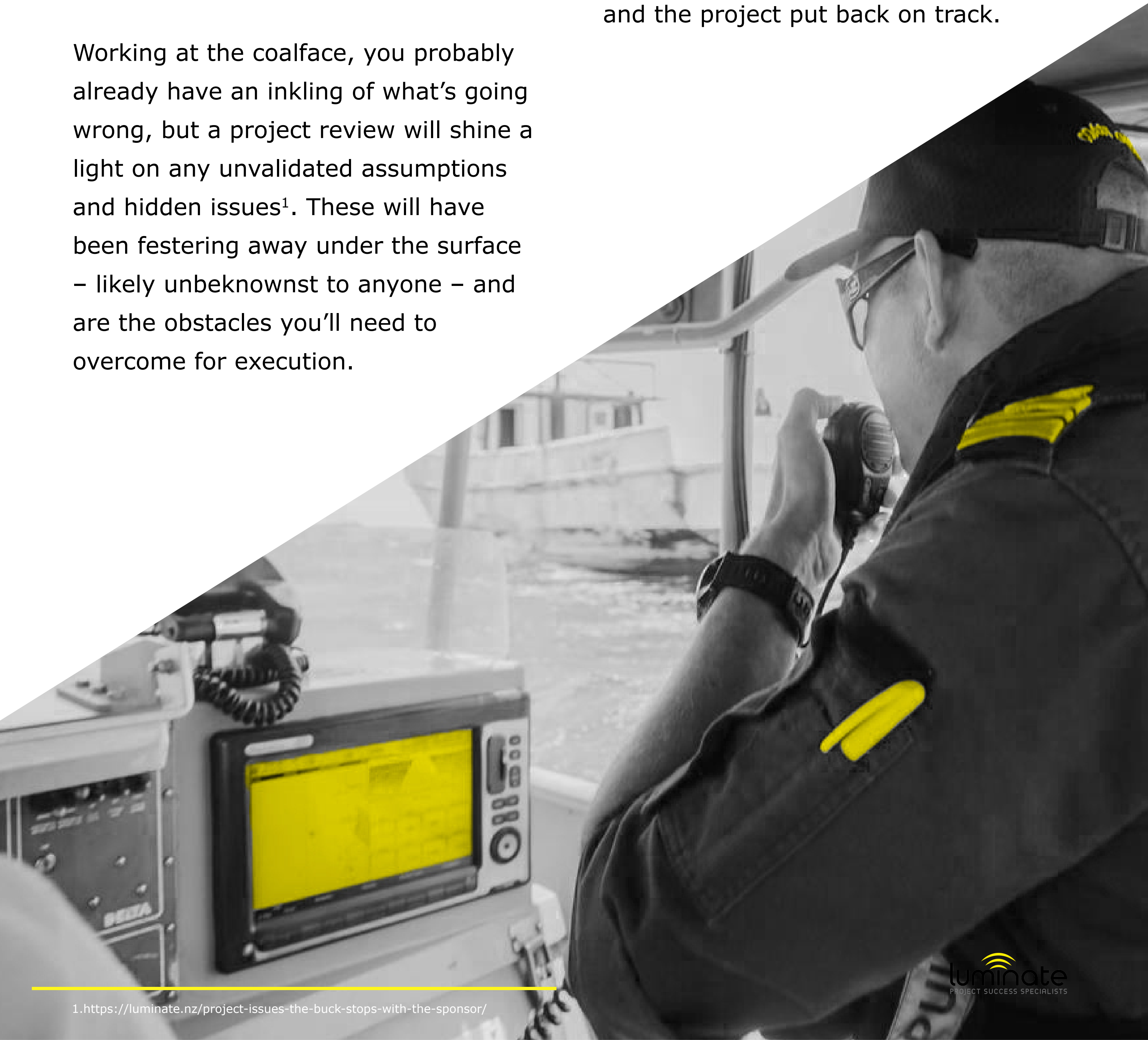
- **Missing deadlines,** without good or compelling reasons.
- **Changing requirements,** without reflecting changes in the budget, timeline or scope.
- **Final decisions not being made,** because there is a lack of leadership to step up to the plate to make those important decisions.
- **Lack of key project deliverables,** relying only on a major deliverable at the very end of a long project.
- **Conflicting personalities,** creating tension, mistrust and unnecessary distraction.
- **Significant quality issues,** and no clear definition testing scope or acceptance criteria.
- **Use of imprecise terms,** such as 'should', 'could, 'assume' and 'to be confirmed' undermine stakeholder confidence.
- **Lack of an integrated project plan,** including a schedule, to track progress and provide the basis for reporting to the management team.

NEXT STEPS - A PROJECT REVIEW

Irrespective of the circumstances behind a failing project, the first step to redemption is taking ownership. If a project is on the cusp of derailing, it's the project manager's job to discover, raise and ultimately address.

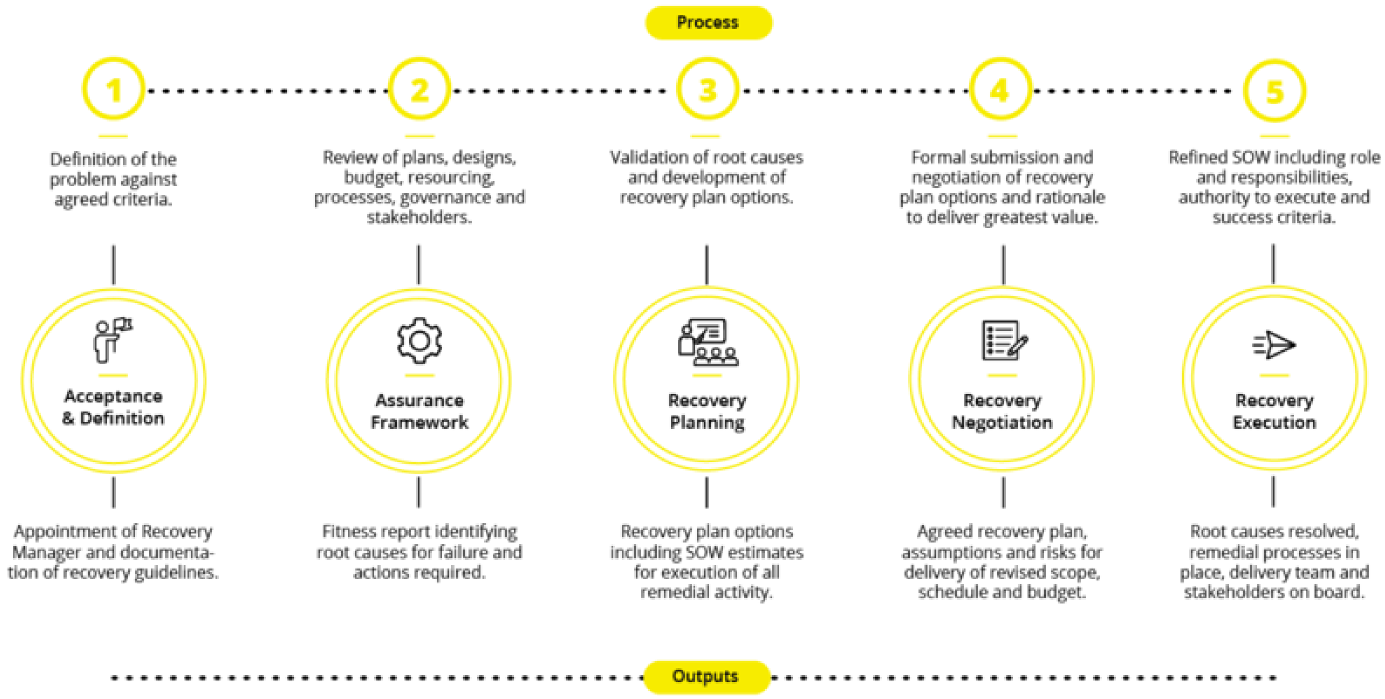
Working at the coalface, you probably already have an inkling of what's going wrong, but a project review will shine a light on any unvalidated assumptions and hidden issues[1]. These will have been festering away under the surface – likely unbeknownst to anyone – and are the obstacles you'll need to overcome for execution.

With a realistic, fact-based and believable project recovery plan that delivers business outcomes, and the right project management consultant in place and focused on project delivery, stakeholder confidence can be restored, and the project put back on track.



1.https://luminate.nz/project-issues-the-buck-stops-with-the-sponsor/

Here's a snapshot of Luminate's Five Step Project Recovery Process:



Jarrod provides further insight into the project review process:

"Go back to the drawing board and start from scratch by talking to all the stakeholders, including the delivery team involved. Understand where they saw the issues, review your plan, budget, risk and issues register and design documents. Then present your evaluation to the governance group looking after the project. Present what you believe were the problems and what a recovery plan could look like, then the steering committee or governance group would have to understand – and accept – what needs to happen to bring the project back on track. That might be additional funding, a change in schedule or if you wanted to keep the same schedule and funding, a reduction in scope.

It's up to them to accept the risks.

Once you have approval, the governance team must show support at every juncture – and they must act quickly. They mustn't spin the wheels and burn time and money navel-gazing. Ultimately, they need to act fast because it's their reputations on the line and, because they've signed the business case, they're accountable for all the benefits being delivered, too."

NEED HELP?

Take corrective action now, before the business loses confidence in the project.

Project management is far more than delivering on time, on budget and within scope. It's what holds the team together and guides the business ship through the ups and downs, clashes and catastrophes of projects. Hit the nail on the head and your project management skills can have a reverberating positive effect beyond the spreadsheets and delivery date.

Having delivered dozens of complex, multi-million-dollar projects, the team at Luminate understands the difficulties you face as a project sponsor. When your project is missing deadlines, blowing out budgets and experiencing scope creep, you lose confidence in your delivery team.

If you're under these pressures, you need a project recovery plan[1] to get you back on track.

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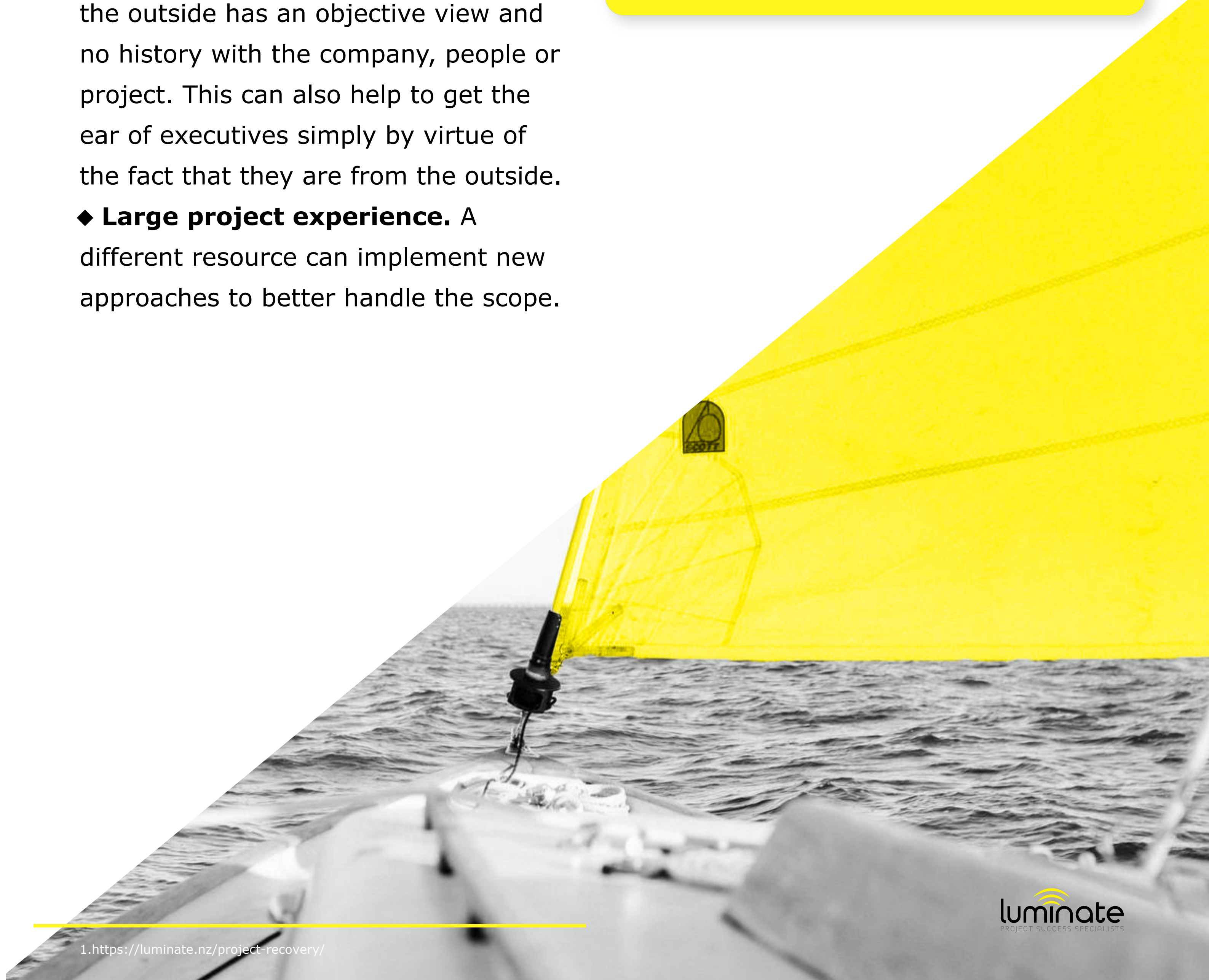
1. https://luminate.nz/assurance/

There are several benefits to hiring an external consultant to run a recovery, including:

- **A different skill set.** Skills could be managing risk, change, working with remote or handling demoralised teams, rectifying problems in the management chain, or managing the customer.
- **A fresh pair of eyes.** Often, the biggest advantage is having someone new bring a different perspective to the project.
- **An objective view.** Someone from the outside has an objective view and no history with the company, people or project. This can also help to get the ear of executives simply by virtue of the fact that they are from the outside.
- **Large project experience.** A different resource can implement new approaches to better handle the scope.

With a realistic, fact-based approach, Luminate's tried-and-true five step recovery process[1] will give you a realistic plan. We'll allocate an expert consultant to motivate your project team and restore the trust and confidence of stakeholders.

Take your project from the depths of failure to the heights of success. **Book a call** with the Luminate team today.



1.https://luminate.nz/project-recovery/

WHAT OUR CUSTOMERS SAY ABOUT US

We understand how frustrating it can be when your projects take too long. We've helped dozens of businesses, just like yours, recover failing projects, get them back on track - and delivered.

"When we needed an independent view of the health of Kiwibank's projects, we engaged Luminate. Their team of experienced and instinctive professionals, combined with Luminate's no-nonsense project assurance model, provided us with what we needed - the root causes of problems, a clear and true view of each project's chance of success, and clear recommendations on the way forward."

Mark Smith
General Manager, Enterprise Portfolio Delivery, Kiwibank

"We were having difficulty progressing a large enterprise wide project and I needed to reassess and reset our approach. I engaged Luminate and they helped us put in place a realistic and believable recovery plan to get the project delivered. One of the keys to the successful recovery was the experience and resilience demonstrated by the Luminate team."

Scott Pyles
CTO, Fletcher Building

"To get our business critical programme delivered required just the right type of programme manager. Someone to take accountability end-to-end, who was good at working with the business to understand the drivers, as well as driving a solution through all the delivery teams. They needed to be strong at executive level engagement, to be able to align teams to an outcome, and have the ability to cut through all the noise to just make things happen.
Luminate understood our business and its drivers and was able to provide the right type of programme manager to suit our business culture and work with our stakeholders. They ensured this very complex programme was delivered on time, to budget and with a scope that enabled the business to over achieve on their results."

Peter Inkersell
GM Broadband, 2degrees

We're here to help your next critical project achieve success. Book a call today.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