

Co-Managing Projects with Vendors

or

how to stay alive when the fox is in
the hen house

Background

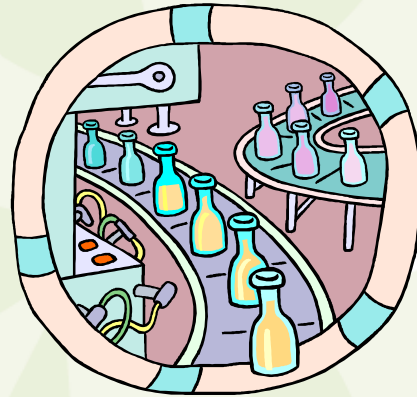
- Paul Obernuefemann
 - Lewis, Rice & Fingersh, L.C.: Director of Information Systems since 2004

Need identified



Requirement

Business Reasons



**Productivity
Improvement
Performance**

Project Participants



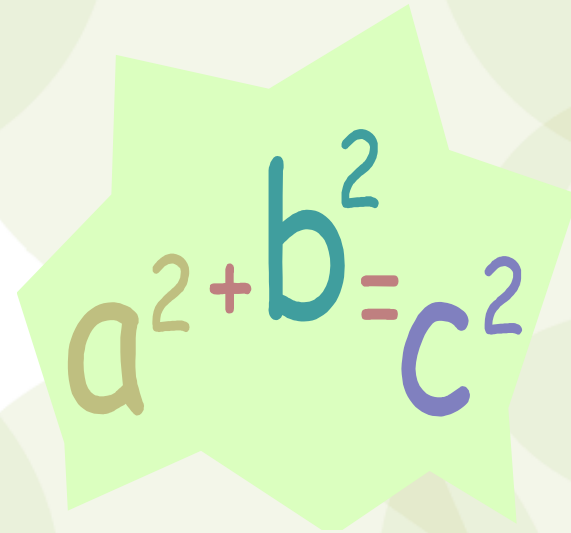
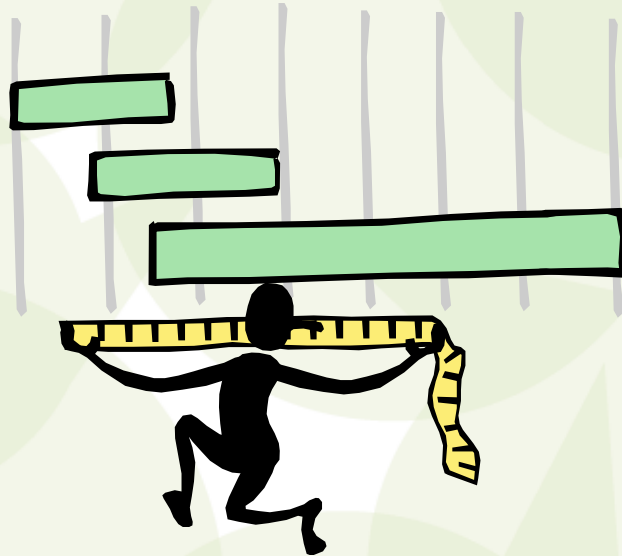
Populists
Totalitarians
Interlopers

Project Priorities

Who gets what, how much and
when ?



Project Progression



Primary Path
Secondary Path

Project Choke Points



Vendor Issues

- Credibility (Yours)
- Leverage (Theirs)
- Expertise (Ours)
- Success (Theirs)
- Failures (Yours)
- Scheduling (Ours)
- Urgency (Yours)
- Disaster Planning (Yours)

Project Rule

- Someone has to be the Decision maker
- Vendor is a tool not the end product
- Keep your staff involved
- Knowledge transfer is always a priority
- Always look for the solution not the scapegoat

- Never ask your staff to perform a duty you would not

Project Resources

- Peers
- Executive Management
- Project Management
- Networking
- Personal Relationships

Background

- Donald Sternfeld
 - Kraft Kennedy: leader of management consulting practice group
 - Holland & Knight: CIO since April 2009
 - Implemented first PM functions at both Holland & Knight and Ropes & Gray
 - Responsible for PM at Kraft Kennedy

Case Studies

- The control freak
- The rogue warrior
- Who's in charge?
- Extreme dedication
- It's the execution, stupid!

The control freak

- Large metropolitan law firm had a major office move involving many different vendors
- 80% of way through project found out something wasn't quite right with one vendor
 - No cooperation
 - No sense of urgency
 - Unwilling to go the extra mile
- Talked to senior vendor contact
 - “We’re done doing you favors”

The control freak

- What happened?
 - Primary firm contact with the vendor had been mistreating them for years
 - Vendor was “burned out” with being lambasted for what wasn’t their fault and told everything “is an emergency”
- Lessons learned
 - Maintain key vendor relationships on multiple levels
 - Meet with them twice a year – keep them close

The rogue warrior

- Multi-office firm implementing new desktop for 500 users
- Project managed by outside vendor with technical resources
- Detailed plan put in place
- Everyone excited “we’re finally going to do one right!”

The rogue warrior

- What happened?
 - IT Director moved end date up 45 days
 - IT Director started installing incomplete image for senior partners and technology committee members
- Lessons learned
 - Communication is key – two-way
 - Everybody needs to buy-in, especially sponsors and owners
 - PM actually saved the day

Who's in charge?

- Multi-city international law firm undergoing a complete upgrade of the technology
- Multiple vendors and groups from within the firm
- Overall PM provided by one of the vendors
- Everything started very well

Who's in charge?

- What happened?
 - Lack of communications between vendors and groups
 - Project meetings became increasingly infrequent
 - Teams went their own way
- Lessons learned
 - Communications is key
 - Everyone needs to know who is calling the shots, and that person better actually call them
 - Strong internal sponsorship is essential

Extreme Dedication

- Large firm implemented VoIP, unified messaging, and completely revamped telecommunications infrastructure
- Relied on multiple external vendors: telecomm, messaging, telcos, etc.
- Highly complex project with many, many issues arising daily

Extreme Dedication

- What happened?
 - Firm did not have PMO
 - Primary telecom vendor dedicated a single, on-site, full-time PM to the project for the duration
 - Dedicated client and vendor teams
 - Complex project executed well
- Lessons learned
 - Dedicated resources are essential

It's the execution, stupid!

- Firm relocating data center while rolling out new desktop environment
- Brilliant project plan created by vendor providing overall management
- Everybody excited at kick-off meeting
- Expectations are high

It's the execution, stupid!

- What happened?
 - Client never thoroughly reviewed vendor's plan
 - Communications plan not followed
 - Project managed from issues lists alone
 - Teams went their own ways
- Lessons learned
 - Take the time to review the plan
 - Manage the plan
 - Execute the plan

Keys to survival

- Must be a collaborative process
 - Best for each party to have a PM
- Review the plan
- Emphasize communication
- Stick with the plan, or change it formally
- Formalize the decision-making process
- Focus on execution
- Identify and keep internal sponsor involved

Questions?