



Project Management at Toyota Motors North America

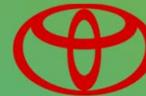
Karen Nocket

Vice President - Enterprise Services

Getting to know you...

Karen J. Nocket

- Trainee
- Programmer
- Project Manager
- Program Manager
- Chief Architect
- Divisional CIO
- Vice President, Enterprise Systems



A few of my favorite things...

Mentoring Encouraging people to stretch past their limitations

IT and business strategies Answering business needs with IT delivery

Running *large* programs Setting up successful large programs &
Turning around struggling programs

Building high-performing teams Optimizing the power of "Team" and "Fun"

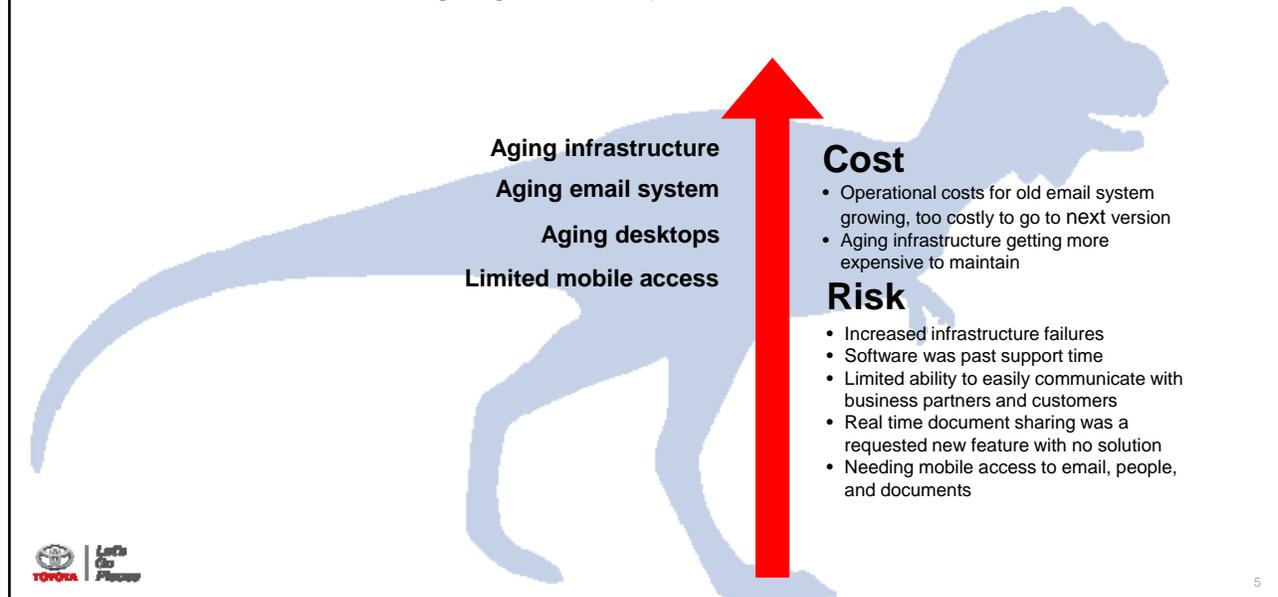


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PM Case Study 1:
Workplace of the Future
WOF

We needed to modernize the end user technologies to enhance the experience, changing the way we work and collaborate



The advanced technologies that people had at home showed us that there was a willingness to adopt new tools



KN1 The WOF program took on these challenges and drove the transformation of business collaboration capabilities

<ul style="list-style-type: none"> Aging infrastructure Aging email system Aging desktops 	45,000	Mailboxes migrated to the Microsoft cloud
	25,000	PC's upgraded
	17,000	New mobile devices issued
	150+	Servers retired





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To be successful, the team had to manage a complex, large scale project whose scope was North America and Europe

Why?



Stakeholder Engagement

- People don't like change
- People wanted cool stuff
- Distrust of large projects
- Disruption to work environment



Risk Management

- Heavy dependency on the vendor
- Cloud, what is a cloud?
- Many unknowns and questions
- Cycle of repeated issues



Timeline

- Competing with multiple projects
- North America wide roll-out
- Many different groups needed to be communicated, organized and involved



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Slide 7

KN1 Karen Nocket, 8/9/2016

Changing the way people worked and collaborated required a well orchestrated stakeholder engagement and marketing plan



- Branded the program with a mascot
- Aggressive marketing campaign
- Consistent, continuous communication
- Special attention to key users
- Identified and collaborated with over 40 "Champions" from the business



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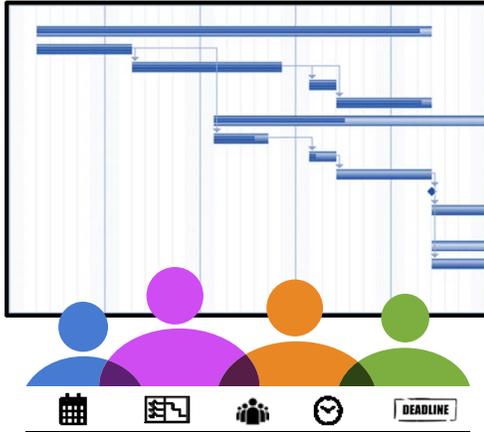
Aggressive attention to risk management was done on a daily and weekly basis to remove blockers

- PM's managed the risk log daily – thank team members for communicating risks
- Maintained a vendor Q&A log
- Published a weekly program status
- Held weekly PMO meetings
- Decision large risks in a monthly Executive Steering Committee meeting
- Attention to removing barriers constantly



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Preparing and publishing an actionable plan ensured all the right activities and people were lined up to deliver as promised



- Built roll-out schedule around “Champion” feedback on business priorities
- Dedicated a client release manager and migration analyst
- Used a Microsoft Project master schedule for workstream visibility
- Use of a consolidated, easy to read Dashboard to keep everyone on track



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WOF program key Lessons Learned

Communicated, communicated, communicated

Organized complex activities into manageable workstreams

Ensured the process was transparent and communicated

Enlisted early adopters to build excitement and to help manage deployment risk

Dedication of a client release manager and migration analyst was essential

Built a comprehensive plan and made it visible, on the wall

Invested in “champions” and high-impact stakeholder relationships

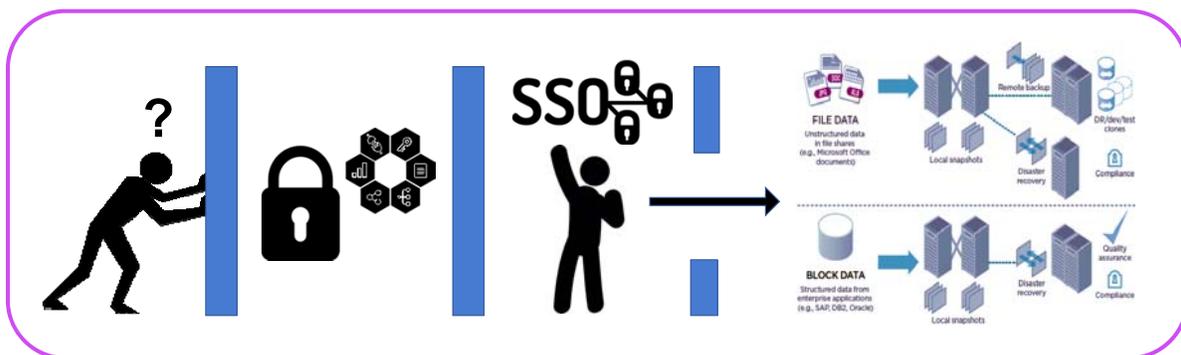
Marketing the project with a mascot helped awareness and added a little fun



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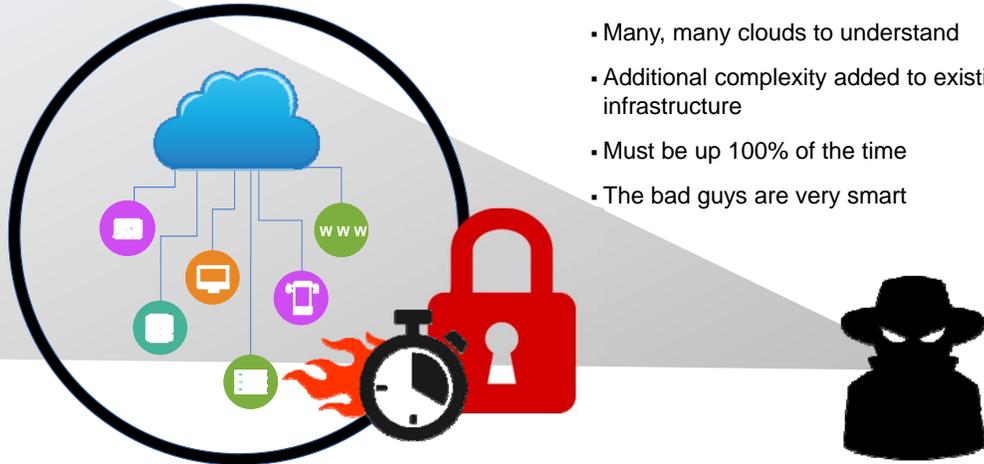
PM Case Study 2: Toyota Enterprise Security System TESS

The infrastructure to support secured access to applications and data is very complex and was critical to be working all the time



- Very complicated and hard to support
- Infrastructure ages quickly
- Security services can be outdated quickly
- Highly technical people required

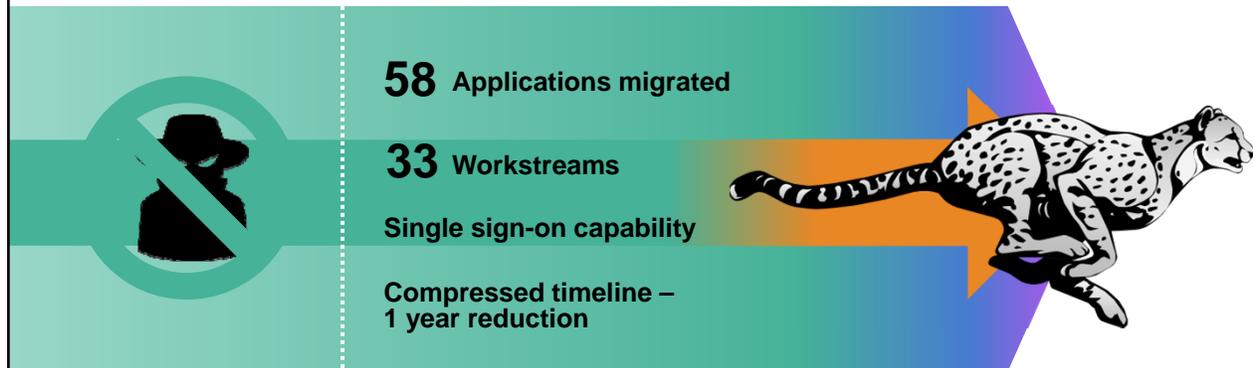
With the introduction of cloud and mobile, needed to be prepared for the modernization of these security services quickly



- Many, many clouds to understand
- Additional complexity added to existing infrastructure
- Must be up 100% of the time
- The bad guys are very smart



The TESS program led the enterprise to prepare and move all the remaining applications to the new security platform



To deliver with quality and speed, the team had to prepare itself for a very visible leadership role and drive to meet the date



Stakeholder Engagement

- Task looks impossible
- Stakeholders "burned out"
- Distrust of large projects
- Fear of disruption to workflow



Risk Management

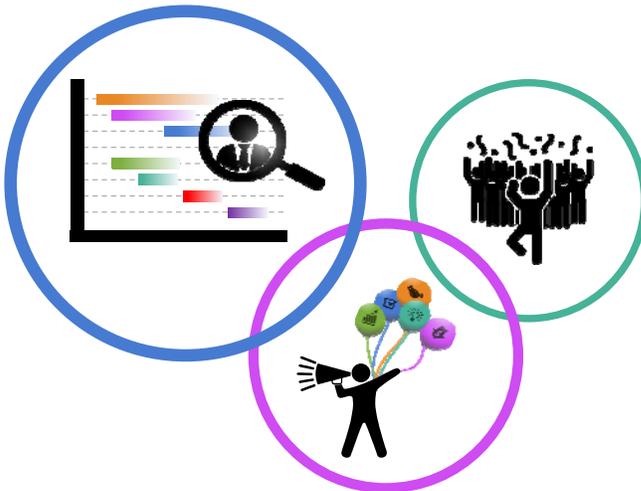
- Understaffed & over worked
- Processes not in place
- Can't make a mistake with security projects



Timeline

- Timeline reduced by one year
- Introduction of Agile and Scrum
- Pressure to implement single sign on

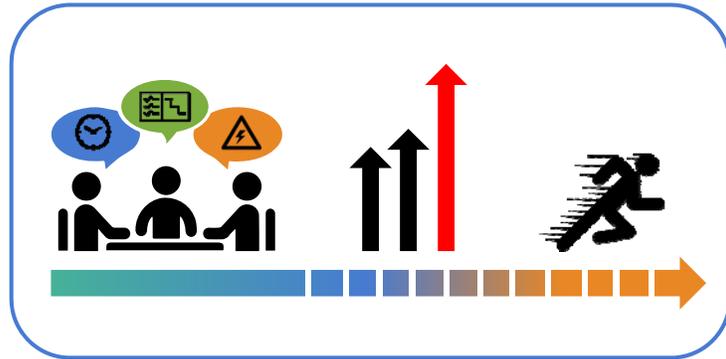
There was great preparation to engage and hold the stakeholders accountable to the mission yet keep it fun and interesting



- Highly engaged and involved leadership approach
- Clear accountability and roles / responsibilities
- Excel at communication and collaboration across organization
- Weekly dashboards and status
- Celebrations when milestones achieved

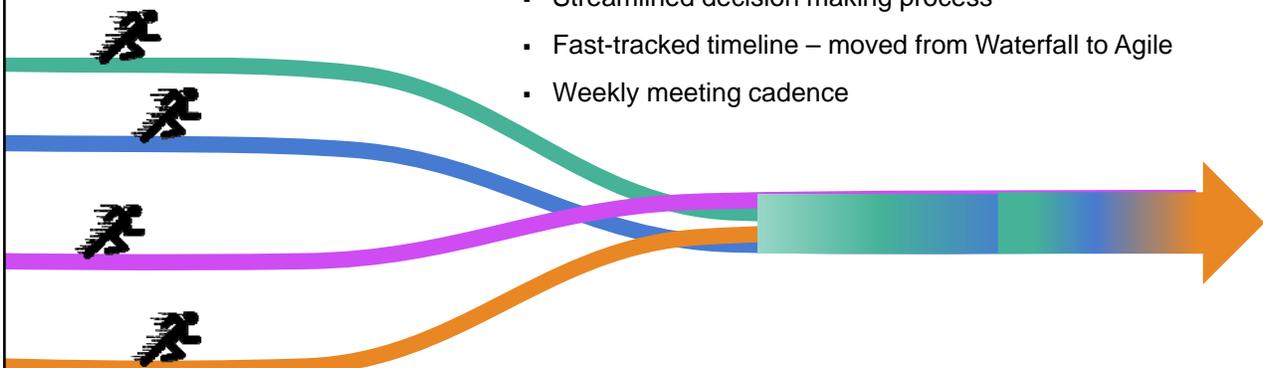
Since the risks were great and important to solve, a process for escalation was put in place to better decision and manage

- Risk management process communicated
- Weekly review and documentation of risks and decisions
- Weekly escalation meeting so risks did not linger –and– no one person could hold the project hostage
- Very visible Executive Support



The stretch goal was given to the team to reduce the project time line (2 years to 1 year) gave urgency and a common goal

- Pre-Planning workshops established a sense of urgency
- Streamlined decision making process
- Fast-tracked timeline – moved from Waterfall to Agile
- Weekly meeting cadence



TESS program key Lessons Learned

Set aggressive timelines

Build in recovery periods for the staff and keep them motivated / excited

Identify critical resources earlier, Plan for extra capacity well in advance

Validate environment builds quickly and complete quality checks at every stage

Watch for 're-decisions' with people stopping the progress because they don't like a decision

Be aware of impact on external stakeholders and create check points

Rehearse the migration work – moving forward and backward

“ It was the hardest project I have ever done, yet it was the most fun I ever had! ”



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Project Management
The Secrets to our Success

Successful projects start with staffing critical leadership roles and supporting talent, and providing a structure for work to get done

- PMO Manager**
 - Accountable for success; Assists with major issues, problems, and policy conflicts; removes obstacles; Ensures teamwork
 - Active in planning the scope; approves changes; signs off on major deliverables; Approvals to move to the next phase

Product Manager

- Acts as the stakeholder advocate
- Drives shared program vision
- Manages customer expectations
- Drives the business case
- Manages the steering committees
- Drives features vs. schedule vs. resources tradeoff decisions
- Manages marketing, evangelizing and public relations
- Delivers the communication plan and change management efforts



Program Manager

- Drives the delivery process
- Manages risk and countermeasures
- Manages the overall program schedule, budget, resources and reports project status
- Vets and contributes to all sub-project plans for consistency and quality
- Facilitates good teaming across all supporting delivery areas
- Manages product specifications
- Drives implementation of critical trade-off decisions



Customer & Executive Sponsor

- Vocal and visible champion of the project; Secures funding; Makes decisions
- Responsible for the outcome of the project; Keeps abreast of major project activities

The business case and charter give clarity to the project's purpose, benefits and ensures sponsorship alignment to support

Business Case

ELEMENTARY FINANCING REQUEST	FINANCING POOL	PROGRAM BUDGET SUMMARY	PER PROGRAM PROJECT COSTS
Operating Request \$0.00	Start	PROGRAM BUDGET \$0.00 \$0.00	SubProgram Cost \$0.00
Capital Request \$0.00	End	NO Agreement \$0.00 \$0.00	SubProgram to date \$0.00
Operating Budget \$0.00	Start	PROG YTD Actuals \$0.00 \$0.00	PROJECT CUMULATIVE \$0.00
Capital Budget \$0.00	End	PROG Remaining \$0.00 \$0.00	Subcontract Start \$0.00
		PROG Forecast \$0.00 \$0.00	Subcontract End \$0.00

BUSINESS OBJECTIVE

Purpose: Provide high-level description of the business objective.

- Business Objective Overview
- How is this program supporting a short or long-term business objective?

CONTRIBUTION TO BUSINESS OBJECTIVE

Purpose: Help stakeholders understand the scope of the program.

- Provide a high-level description of the #1 solution(s) based on the business objective.

PROJECT DESCRIPTION

Purpose: Grab your audience's attention by telling:

- Provide an overview of the project. Describe the business case.
- Describe how and when the project is going to support the business.
- Optional templates: See "Optional - Red Army" tab

TIMELINE - layout a high-level plan for the project

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Charter

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Completing a stakeholder analysis early in the standup of a project ensures good steering and governance to share the risk

Group	Membership	Objective	Engagement
Program Management Office	3 key IT Executives	Operational program management and decisions, sponsors teamwork and fun	Weekly meeting Status report and Dashboard
North American IT Leadership	3 CIOs	Overall program oversight and decisions, remove blocking risks	Monthly meeting Dashboard & prepared presentation General communication campaign
Executive Leadership Steering Committee	Business and IT Executives	Program guidance, information sharing, advocacy	Monthly meeting Prepared presentation General communication campaign
Business Champions Steering Committee	Business and IT Champions (at least one per department)	Department-level communications, upgrade and migration scheduling, general facilitation and feedback; Strong voice back to the business	Monthly meeting / bi-weekly during migrations Dashboard and Knowledge documents General communication campaign
Early Adopters	Business and IT Champions	Process development and improvement, software testing and validation	Weekly meeting with some breaks Dashboard and Knowledge documents General communication campaign

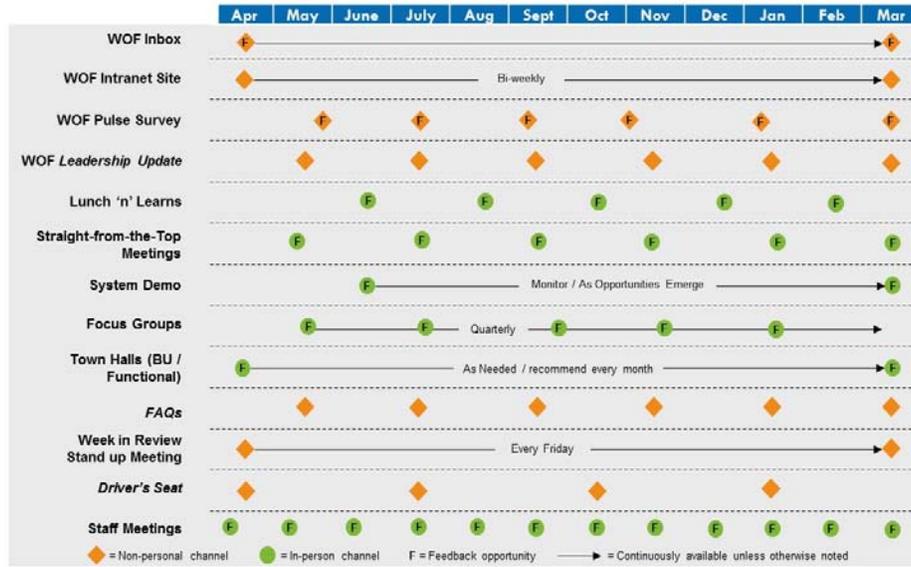


Assigning risk and impact to the stakeholder list allows direct and purposeful communication and increases support and buy in

Key Stakeholder Groups	Sub Teams or Individuals	Overall Risk	Impact	Current Adoption Level	Future Adoption Level	
Early Adopters	Business Partnering Groups	Low	Medium	Unaware	Adoption	
	Diversity & Inclusion	Low	Medium	Unaware	Adoption	
	Vertical SMEs	Medium	Medium	Awareness	Adoption	
	Power Users	High	Medium	Unaware	Adoption	
	UoT Management	High	Medium	Buy-in	Ownership	
	UoT Lab Tutors / Trainers	High	High	Buy-in	Ownership	
Business Sales and Manufacturing	Executives	High	Medium	Awareness	Ownership	
	Employees	Medium	Medium	Unaware	Adoption	
	Business Champions	Rating Legend:				
	Exception Groups	Overall Risk:				
	Legal	Low	Project success is at minimal risk if stakeholder does not reach future adoption level.			
HR	Medium	Project success is at some risk if stakeholder does not reach future adoption level.				
Field Users	High	Project success depends on stakeholder reaching future adoption level.				
Business Finance	Executives	Impact Levels:				
	Employees	Low	There will be minimal impact to people and/or business operations.			
	Business Champions	Medium	There will be moderate impact to people and/or business operations.			
	Exception Groups	High	There will be significant impact to people and/or business operations.			
	Service Desk	Adoption Levels:				
Information Technology	Leadership	Unaware	Stakeholder group is unaware of project goals and activities.			
	CIOs	Awareness	Stakeholder group is aware of project goals and activities.			
	Employees	Understanding	Stakeholder group understands project goals and activities.			
	Contracted Workers	Buy-in	Stakeholder group decides to accept the change.			
	Application Owners	Adoption	Stakeholder group changes their behavior to meet project goals.			
	Service Desk	Ownership	Stakeholder is critical to the success of one or more areas of the project and will serve as a source of leadership, direction, decision-making, and/or deliverable review/approval.			
	WOF Project Team					
	Microsoft Account Team	High	Medium	Ownership	Ownership	
	Communications	High	High	Awareness	Ownership	

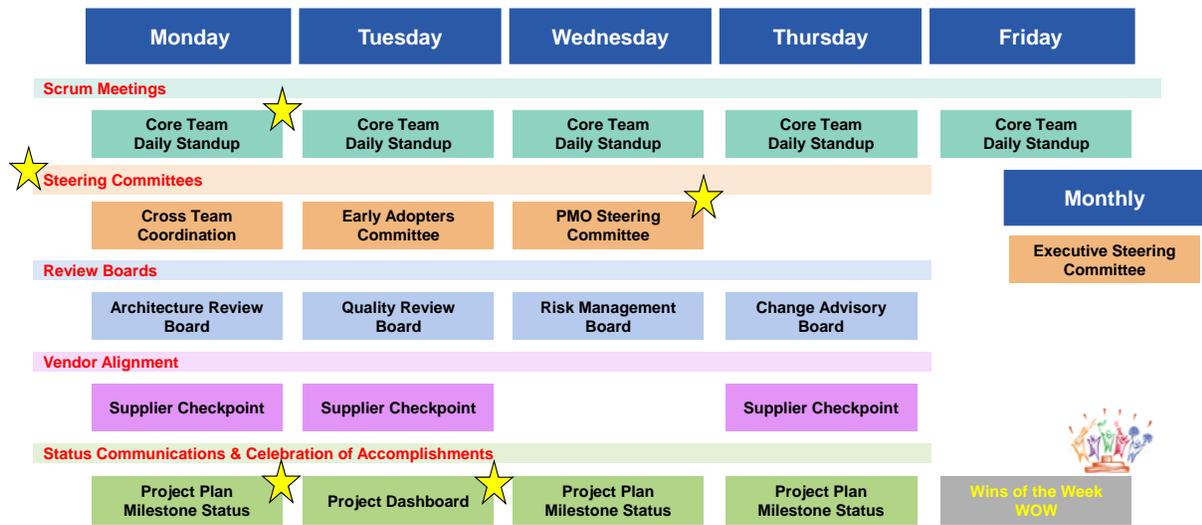


Defining the change management activities ensures great attention is paid to helping everyone adopt change at their pace



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Proper meeting cadence and attendees helps give structure to building a working team, sharing status and making decisions



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The daily standup meeting keeps the team up to date, ensures the right things are being worked, and addresses risks / issues

Daily Standup Log

Vertical	Application	TESS PM	TESS QA WebGate Ready	TESS QA Infrastructure Ready	TESS QA Full Service Config	TESS QA Testing Start	TESS QA App Testing End	TESS Stage WebGate Ready	TESS Stage Infrastructure Ready	TESS Stage Full Service Config	PD Stage Configuration Date	TESS Stage App Testing Start	TESS Stage App Testing End	TESS Prod WebGate Ready	TESS Prod Ready / App Ready to Smoke Test	TESS Prod Full Service Config	PD Prod Config	Production Cutover Date	Comments/Remarks
CAPS	CPS	Nazr	2/4/2015	2/18/2015	2/18/2015	5/6/2015	7/10/2015	6/5/2015	6/22/2015	6/10/2015	7/3/2015	7/6/2015	7/24/2015	7/12/2015	7/22/2015	7/27/2015	8/7/2015	8/7/2015	Roles and Service account for Hypertion by 7/12. PDs will need to complete UAT by 7/15, even though the App UAT will complete on 7/24. App Existing Dev (TESS QA): 8/10 App Existing QA (TESS QA): 8/17 App UAT: 8/28
EIM	Customer Central	Varun	3/6/2015	3/9/2015	3/10/2015	6/15/2015	7/31/2015	4/29/2015	5/18/2015	5/20/2015	7/31/2015	7/13/2015	8/14/2015	8/5/2015	8/12/2015	8/12/2015	TBD	8/21/2015	Complete remediation item testing in TESS QA by 7/10 App QA2 (TESS Stage) - WebGate ready - 9/1/2015 App INT2 (TESS QA) - Functional, Integration; TESS Stage (App QA) - Regression, UAT, performance; App Dev (INT3) Unit testing
EIM	POSS Index							3/5/2015	3/9/2015	3/5/2015	NONE	4/28/2015	8/14/2015	8/7/2015	8/8/2015	8/11/2015	NONE	8/28/2015	
CAPS	T3 - Corporate							4/3/2015	4/8/2015	4/9/2015	7/31/2015	5/11/2015	8/21/2015	5/2/2015	4/29/2015	7/17/2015	7/17/2015	8/28/2015	App QA1 (TESS Stage) - WebGate ready - 9/1/2015 App Training Emc (TESS Stage) - WebGate ready - 8/14/2015 App DR Emc (TESS Prod) - 8/1/2015 TESS Dev - Unit, TESS QA - Unit, Integration, regression; TESS Stage - UAT, Perf; TESS Stage - DR Validation
CAPS	Customer Connection											7/29/2015 (PD)	7/29/2015 (PD)	7/28/2015	8/4/2015	8/4/2015	TBD	9/4/2015	
CAPS	T3 - Dealer											5/20/2015	9/7/2015	5/2/2015	4/29/2015	7/17/2015	7/17/2015	9/11/2015	App QA1 (TESS Stage) - WebGate ready - 9/1/2015
AUTO	Fleet											6/20/2015	9/30/2015	6/2/2015	9/16/2015	TBD	TBD	10/23/2015	

Detailed Project Plans



Project success depends on the weekly PMO meeting to keep the team on track with clear status and oversight

Recent Accomplishments and Announcements		TBG Migrations Status		
<ul style="list-style-type: none"> Construction/Transition – Cutover plan completed for PSS Atlas and confirmed date for 4/11. Preparing cutover plan for FDW Parts and corresponding TESS Production configuration RFC approved. Quality Management – Completed project plan for simulated performance load test. Strategy development on-target to be completed 4/3. Inception – Completed requirements efforts for 33 applications. Final 3 applications (RMD, ADR, QEK) targeted for completion by 4/10. Elaboration – Completed design efforts for 30 applications. Final 6 applications (Fleet, TRAC, AWR, RMD, ADR, QEK) in-flight for completion by 4/29. 		Scope	Schedule	Cost
		On Track	At Risk	On Track
Upcoming Go-Lives				
Application	Vertical	Target Date		
PSS Atlas	BSS	4/11/2015		
FDW Parts	EIM	4/17/2015		
Toyota/Lexus Warranty (WRC), TCS Dealer Operations (TSPA), LCS	CAPS, DFA	4/26/2015		
<p>Status by Area</p>		<p>Open Issues Sorted by Priority</p>		<p>Open Risks Sorted by Priority</p>



The most important area to address in the PMO meeting are the risk and issues – actively remove the blockers for success

Highlighted Issues						
I. ID	Title	Impact	Action Plan for Issue Resolution	Due Date	Vertical	Escalation
71	Dealer integration with T3 not confirmed	Impact to the T3 I&E and C&T milestones, cost. TBG retirement may be delayed if not resolved.	TESS Product Management to finalize the recommended options with EA, EISP, T3 and TESS. Cindy to escalate with Karen and Ned if there is no decision on recommended options by 4/2.	4/2	CAPS	Level 2
104	Customer Connection integration delayed due to WebGate integration issues with Siebel and ABC 32 bit	Customer Connection is prevented from moving forward with testing.	Product pointed to WebGate installer bug. Manish to execute the recommended steps in the bug resolution. In parallel, TESS to schedule on 3/31. Umesh working with product replacement.	3/31	CAPS	Level 1
146	PD, TCL, TEMA password management not confirmed for key use cases (T3 re-authentication and mobile applications)	XXs may not be able to access CPS Mobile and CR Mobile applications. Additionally, affiliates and XXs may not be able to obtain sensitive information from T3.	TESS Product Management to drive option slides for mobile authentication and T3 re-auth. EA (Ra) to schedule working session this week with XXs to assess impact of EA's initial decision to request XXs send passwords to TESS.	4/10	CAPS	Level 1

Highlighted Risks						
R. ID	Title	Impact	Next Steps for Risk Mitigation	Due Date	Vertical	Escalation
172	ABC v2 Web Server version may not meet EISP security requirements	ABC version replacement/patch deployment may impact the timeline and cost for all TBG migration applications	EISP to validate the risk through an assessment by 4/3	4/3	All	None
178	Federation linking attribute for XXs not fully implemented	Toyota/Lexus Warranty (WRC) Go-Live date may be impacted.	TESS to review project to quickly implement in time to support Toyota/Lexus Go-Live. Assessment expected within TESS by 4/1 and confirm whether it can be implemented before Go-Live.	4/17	CAPS	None
130	TESS Production performance not fully validated against TBG metrics	Pending decision and approach related to joint performance testing may impact the production readiness and Go-Lives of the migration applications, resulting in roll backs.	Simulated and joint performance tests will be conducted in the TESS Stage environment. TESS QM leading simulated test planning. IS TCoE leading joint test planning. T3, 1DD and CPS potential candidates.	4/30	All	Level 1

Key Decisions				
D. ID	Title	Impact	Approved by	Date
92	TESS will be responsible for role-linking roles with migration app roles	Application timeline risk mitigated as the requirement supported by TESS.	TESS Product Management	3/20



A common framework that visually shows status of deliverables and activities helps keep the consistency high and team focused

#	Application	Go-Live Date	New Go-Live Date	Technology Manager	Supplier	Vertical	Overall Health	Cutover Plan					RFC CAB Approvals		Testing		Comments		
								Initial Draft	Application	ES / CPD	Other Horizontal	TESS	Rehearsal Needed	Application	ES / CPD	TESS		UAT	Performance
1	T3 Corporate	9/11	10/9 & 11/6	Mike	C	CAPS	⊗	✓	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	Pending CCB. On track for 10/9 TMS Corp pilot launch.
2	PQSS Endeca	9/11	11/6	David	C	EIM	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	Pending CCB. Completed UAT and performance testing. Need T3 to resolve role assignment issues for PQSS Endeca, by 10/13.
3	TTEN Portal	9/11	11/13	Srinivas	C	CAPS	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	Pending CCB. Need app to provide sign off for UAT and performance testing.
4	T3 Dealer	9/11	10/15 & 11/13	Mike	C	CAPS	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	Pending CCB. T3 to finalize the phased approach roll out plan by 10/12.
5	eVehicles + CompanyCar, ADR, QEK	10/23	10/23	James	I	BSS	⊗	✓	✓	⊗	✓	✓	✓	⊗	⊗	⊗	⊗	⊗	At risk from SIT issues and UAT delay. Pending - TEMA User account duplication Issue, SIT with Samba, data discrepancy between eVehicle Prod Db and workday, Shared account for Japan transfers, TEMA Trainee provisioning.
6	Fleet	10/30	10/2 & 10/30	Charlotte	C	Auto	●	✓	✓	●	✓	✓	✓	✓	✓	✓	✓	✓	Need TESS to resolve TESS Web Service character count restriction, by 10/16. Business and PD pilot validation in progress.



● - On Track ▲ - At Risk ⊗ - Delayed ○ - Not Started ✓ - Completed

A prepared agenda, presentation on status and for discussion, facilitation, note taking and tasks improves the PMO meeting

Item	Agenda Item	Discussion Leader	Duration
1	TESS Environmental Road Map <ul style="list-style-type: none"> Review upcoming milestones 	All	5 min.
2	TESS COE <ul style="list-style-type: none"> New Integrations Go-live path for in-flight apps (TESS 1.0 or TESS 2.0) Issues/Risks 	Kavita/COE PMs	15 min.
3	TESS AMS <ul style="list-style-type: none"> Operational Issues and Risks AMS activity status 	Greg B./Ajay	PMO Timeline: TESS
4	TESS 2.0 <ul style="list-style-type: none"> Project timeline overview Update on pilot apps, OEM, and key technical decisions Issues/Risks 	Greg L./Kiran	PMO MEETING August 16, 2016

TESS PMO Meeting Minutes

Date: 7/27/16
 Time: 9:00 am - 10:00 am
 Location: Delta Center, SS 8m - 2305
 Meeting: Weekly TESS PMO Meeting
 Meeting Objective: Interactive meeting based on TESS Program weekly activities, priorities, challenges and issues

Attendees (Present): [List of names]

Agenda:

- Production Fleet
- Summary Open
- Review of Open SE's
- AMS
 - Updates
 - Issues/Risks
- TESS 2.0
 - Project overview - GA info is complete, CCS will determine the dates on the remaining portion near test timeline
 - Final apps are Fleet and Vehicle; 2 more are in negotiations
 - Detailed Design has an additional 60 days that need updating and streamlined into 1 day
 - MEP will baseline pilot area, and then info team will be engaged (Eli/Jake) and requirements for app info will be addressed
 - HDO has been signed off by Yanke but not yet architects
 - Accomplishments
 - Initial review of test pilot complete
 - Validated GA info
 - Next steps
 - Work with pilot apps on next steps and expectations
 - Process change requests
 - Get final approval for PMP
 - Complete DEV integration activities
 - GA/CA components are underway
 - Key decision
 - 5% of storage will be delivered to begin build and validation on space office

Using a very visual Dashboard (1 page, A3) helps communicate the status of all the workstreams, dependencies and risks

Workplace of the Future (WOF) Health Assessment Program Dashboard

Executive Summary:

- TACI Redaction for 1 year completed, TACI verified expected 1 year functions working with TACI
- TACI Redaction team identified and controls mitigated, awaiting 40 support staffing items
- TACI completed meeting all AD records to TACI, TACI, negative preparation in progress
- TACI RTOC program identified for conversion with OCS strategy, initial setup in progress
- TACI Analytics ready, rooms, shared workspace & groups successfully migrated to OCS
- TACI Storage committed to post-Tacis for at least 120 days, TacI providing secure network support
- TACI Analytics has completed their migration for users, conference rooms, and all other entities from Tacis

Legend:

- Green: Critical path
- Yellow: Milestone completion on track, > 10% slippage
- Orange: At risk of slippage 10-20%
- Red: At risk of slippage > 20%
- Grey: Milestone completed

Workstreams:

- Governance & Communications/Change Management:** Includes items like TESS communication strategy being reviewed, TESS program governance structure, and TESS program governance structure.
- Infrastructure Readiness:** Includes items like TESS program governance structure, TESS program governance structure, and TESS program governance structure.
- Collaboration:** Includes items like TESS program governance structure, TESS program governance structure, and TESS program governance structure.
- Client Readiness:** Includes items like TESS program governance structure, TESS program governance structure, and TESS program governance structure.
- Business Applications:** Includes items like TESS program governance structure, TESS program governance structure, and TESS program governance structure.

Celebrating teamwork and accomplishments goes a long way to keeping it fun – weekly recognitions help reward the hard work



WowSOMest
Awards

TESS

HONORABLE RECOGNITION
AWARD

You, **TEENA & BRUCE**, are the
WOWSOMEST
of us all this July.

Thank you for going
above & beyond, & making a difference!



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Project Management key Lessons Learned

Properly staff the project, key players are the Product and Program manager

Spend the time to identify all the Stakeholders, proactively manage those relationships

Establish the proper (clear purpose) meetings, the weekly PMO and monthly Steering are important

Manage the project plans, risks and budget very professionally

Pay attention to Change Management to ensure support and readiness

Communicate, Communicate, Communicate and then Communicate some more

Develop and care for the Team, spend the time to build a high performing Team

Celebrate often, inspire fun and be a Cheerleader



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