THE IMPLEMENTATION GAME

COMPANY SIZE
MEDIUM & LARGE ENTERPRISE

PLAYERS
FUN FOR THE WHOLE TEAM

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01 Gameboard
04 Player Tokens
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01 Die
PROJECT STAGES

Every stage of implementation has its own color set. You’ll see that from **GO**, the first set you hit is **purple**. Unlike typical dice board games, with this one, you’ll have to work through each card to be able to move to the next one. The aim is to **collect every color set in order** of appearance.

Just one note. **VISION** and **SUCCESS CRITERIA** come at the end of the game but are critical at both the end and the beginning.
If you roll a 1, 2, or 3 on the dice, pick up a **RISK CARD** from the center of the board.

If you roll a 4, 5, or 6 on the dice, pick up a **REWARD CARD** from the center of the board.

Once you have dealt with your **RISK CARD**, place it at the bottom of the deck and move on to the next color set.

Once you have celebrated your **REWARD CARD**, place it at the bottom of the deck and move on to the next color set.

Once you get a full color set, roll the dice and see if you have a **RISK** OR **REWARD**.
THE IMPLEMENTATION GAME
THE GAMEBOARD
If you look around the board, you’ll recognize the different stages of implementation. There are also EVENT SPACES.

EVENT SPACES
EVENT SPACES and cards mean you can accelerate your progress or come up against a risk you will have to overcome.

SUCCESS | ACCELLERATE | RISK | DANGER

LOCATION SPACES
Each location represents a step in the implementation process. The aim of the game is to move to the end of the board collecting every card. Should you play with your team, each of them can be responsible for a color set (and yes, you can trade).

MONEY, MONEY...CREDITS!
You’ve probably noticed that there is no cash in the game. Instead, you will start with 120,000 CREDITS for pre-work. If your project is approved you’ll get another 265,000 CREDITS. Each stage card will cost you a certain amount of credits. Watch out for the RISK CARDS! The wrong cards will cause you to lose credits. The aim is completing the entire board with a bit of budget remaining for the successful celebration.

HAVE FUN
The game may look daunting, but ultimately, it’s a handy and easy guide to implementations that should help you and your team succeed.
HOW TO WIN

COLLECT ALL STAGE COLORS

The only way to truly win the game is to work through all of the cards. If you go bankrupt, it means you’ve had too many HIGH RISK CARDS.

You win THE IMPLEMENTATION GAME when you have every stage card, beat the EVENTS CARDS, and reach the end of the board.

HOW TO PLAY

CHOOSE YOUR TOKEN AND PLACE IT ON GO.

Once you’re ready to start implementing, simply move to the first color set on the board, collect the top card, and read all the instructions. Once you’ve met every checkpoint, move to the next stage in the process.

Once you collect a full color set, roll the dice to see if you need to draw a RISK CARD or if you can move to the next color set. Once you’ve successfully completed the RISK CARD, collect your reward and your trophy.

START PLAYING

THAT’S ALL YOU NEED TO GET STARTED.

With this game and rule book, you have all the information you need to chart your implementation project. You can read the material as you play or use it as a reference guide as you progress through each stage.
PRE-PLANNING

A budget of 110,000 credits was approved to help the organization understand key pre-planning items that must be defined just to ensure the implementation project goes well.

Choosing not to spend this money and/or have internal resources perform the activities will have a negative impact on your implementation budget, desired timeline, and potentially your ability to achieve your vision and the defined success criteria.
Your success is dependent on understanding your current state as it relates to your technology architecture and security requirements.

FOUR KEY CHECKPOINTS:

01 Quality of Data
02 Internal / External Applications
03 Internal / External Integrations
04 Security Model

Validating the information for each of these areas will aid you in establishing your business case and defining your vision.

01 QUALITY OF DATA

To check off the quality of data, you should:

☐ Identify all the sources of data you are planning to migrate to your new application
☐ Assess the gaps in your current data and determine whether any missing/inaccurate data will have a material impact on your data migration effort
   – Assess the time and effort for cleaning it up
   – If confirmed to move forward, conduct the cleanup
   – Assess any vendor engagement that might be needed to support a data cleanup
☐ Develop a mitigation strategy to augment the data migration plan
02 INTERNAL / EXTERNAL APPLICATIONS

It is important that you understand your current technology architecture and the systems (both internal and external applications) that depend on one another for any data that will be maintained in a new application. Here is some of the information you should gather:

☐ What is the name of the application?
☐ Who is the business owner for the application?
☐ What is the purpose of the application?
☐ What business processes are dependent on the application?
☐ What upstream and/or downstream business processes are dependent on this same data?
☐ What data is maintained in the application?
☐ Is the application impacted in any way if you implement a new application?
☐ Will you be deprecating/retiring this application at the end of the new application implementation?
☐ What are the contract terms for the application (how long will you be obligated to continue paying for it)?

03 INTERNAL / EXTERNAL INTEGRATIONS

Equally important to the applications that will be impacted by your new implementation is understanding what data is involved and how it moves between different applications. Here are some steps to complete:

☐ Define integration (NOTE: This is important because it may need to include periodic manual uploads/downloads of information vs. the traditional API definition where data can move either one-way or bi-directionally).
☐ For all internal and external applications identified, confirm whether one or more integrations are currently in place and what type of integration (based on your definition) is in place.
☐ Discuss any “shortfalls” in your current integrations and whether there are areas that you will be able to either eliminate and/or enhance with the new application.
☐ Talk to business process owners (both direct process owners and those who may be upstream or downstream of the process) to ensure you understand their current pain points.
☐ Document the integration owners, whether internal/external, resource requirements, and contractual obligations (particularly around notice period and costs to support any change).

04 SECURITY MODEL

Understanding your current data security policies and practices is essential in ensuring you can start the implementation with a clear understanding of all things affecting access to your business’ employee data. At a minimum, consider and document these items:

☐ Who has security access to which types of data today?
☐ Is there anyone proposed internally who doesn’t have access today but will need it as part of their responsibilities in the project plan?
☐ How will documentation be shared and what protocols will be in place to ensure employee data is secure regarding both internal and third-party resources?
☐ What access will you allow the partner resources to have and what must they do to get access?
☐ Is the access you provide to the partner resource(s) sufficient for them to do their job?
☐ Who on the project team will be accountable for ensuring that data security requirements are adhered to?
PRE-WORK

SCOPE

Your success is dependent on clearly defining the scope of the implementation.

- Business Processes
- Countries
- Business Entities
- Big Bang / Phased

Scope Blueprint

Failing to fully understand the scope of work to be completed often impacts resource availability, but may also impact budget if delays are created due to changes in scope.

01 BUSINESS PROCESSES

Many organizations do not have current documentation of their current processes. While there can be advantages to fully documenting the current business process, most implementation approaches do not start with the “as-is” process, but rather the delivered process.

The most important areas to fully understand are:

01 Business requirements
02 Key pain points
03 Business process owner (tenure, KSAs, capacity)
04 Business process cycle impacts
05 Dependencies/assumptions
02 COUNTRIES

Multinational organizations must consider several factors as they decide between a phased rollout or a single big bang project.

01 Will the business process(es) in scope impact some or all the countries?
02 If multiple countries are impacted, other considerations include:
   - Time zones
   - Languages
   - Complexity of local country rules/regulations
   - Currency
   - Number of employees in country who will be impacted
   - Degree of change in business processes and their impact in various countries
03 Executive buy-in/alignment based on the availability of resources, business needs/pain points, strategic initiatives, etc.

04 BIG BANG / PHASED

Answering the first three checkpoints will help you determine if a big bang approach is even possible or whether a more phased project is needed. Typically, phasing is approached in the following ways:

01 REGIONAL/COUNTRY – Think about the advantages of grouping countries by region, or by high numbers of employees vs. low numbers of employees.
02 PROCESSES – Start with core processes and then consider what can be added.
03 Businesses entities and their complexity across countries and the need for processes.

03 BUSINESS ENTITIES

For organizations that have grown organically or through an acquisition, it’s important to consider the timing to include in the project scope. Similar to concerns at a country level, business entity concerns include:

01 Current technology architecture and degree to which it will be easy/hard to migrate
02 Business policies/rules/practices and the complexity of changing any of these to align across the organization
03 Potential divestiture plans
04 Executive alignment/support for project
PRE-WORK
CAPABILITIES ASSESSMENT

TOTAL CREDITS
10,000

FOUR KEY CHECKPOINTS:
01 Project Roles
02 Resource Skills, Capabilities, Capacity Assessment
03 Resource Gap Plan
04 Risk / Mitigation Plan

01 PROJECT ROLES

Key internal roles required for a successful implementation:

01 Executive Sponsor
02 Project Manager
03 Business Process Team Leaders
04 Business Process Subject Matter Experts
05 Testing Lead
06 Data Lead
07 Integrations Lead
08 Change Lead
09 Admin Support
02 RESOURCE SKILLS, CAPABILITIES, CAPACITY ASSESSMENT

Multinational organizations must consider several factors as they decide between a phased rollout or a single big bang project.

01 Identify candidates for each role. **NOTE:** Multiple people can hold the same role within the project team.

02 Assess their current skills and whether they have the knowledge and capabilities to perform the role.

03 Assess their capacity and determine whether they can perform their role **AND** complete their daily work.

04 Things to consider for skills/capabilities:
   - How long have they been in their current role?
   - How long have they been in their current function (all companies)?
   - Have they participated in an implementation before?
   - Have they demonstrated an aptitude for new things/high workload based on other projects?

05 During the project this checkpoint may need to be repeated if you need to backfill a previously filled role. There may be costs associated with this, particularly if you determine the best option is to use a consultant/contractor.

03 RESOURCE GAP PLAN

After completing the Resource Skills, Capabilities, and Capacity assessment, develop a resource gap plan to ensure budget, assignments, and expectations can be met. Your gap plan may include:

- Each role that has a gap and why
- A recommendation to backfill existing work performed by the resource, either internally or externally
- A recommendation to backfill a project role with a consultant/contractor
- A budget impact analysis
- The risks of not filling a role (this almost always impacts the planned time to complete work and translates to a budget increase)

04 RISK / MITIGATION PLAN

Even when all resources have been identified, there are certain risks that should be considered upfront, and a mitigation strategy should be defined. Potential risks include:

- Daily work requirements are underestimated, and key resources are not available at the time specified in the project plan.
- An unplanned business event impacts one or more people on the project team.
- Necessary skills/knowledge were underestimated and/or they don’t translate to the specific requirements of the project role.
- There is an unplanned absence for a key role.
**Pre-Work**

**Time / Budget**

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The project’s success is often defined by the amount of time and the cost to implement.

- Needs / Benefits
- Business Events
- Budget
- Approval
- Business Case

Remember, even with detailed planning and budgeting, unforeseen events can occur. It’s a good practice to have a contingency budget defined for just such a situation.

**Total Credits**

20,000

**Four Key Checkpoints:**

01 Needs / Benefits
02 Business Events
03 Budget
04 Approval

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**01 Needs / Benefits**

You know what it takes to get the time and budget needed to do this project right. You start with:

01 Defining your business needs
02 Providing data to support the needs
03 Clearly defining the benefits for addressing these needs
04 Providing an estimate of the time, resources, and budget needed to address these needs
05 Providing a summary of potential options to address the business needs
06 Providing a summary of further negative impacts if the needs are not addressed now
07 Agree on the core principles for the project to ensure you are guiding the design and exception criteria for the deployment
02 BUSINESS EVENTS

Time and budget are important, but internal resource availability is the key issue/risk when planning an implementation project. Here are some events to consider:

01 Are there key activities planned for year-end activities in payroll (close payroll/file taxes), benefits (open enrollment), financial planning (close books; get next year’s budget approved)?
02 Is there a known acquisition or divestiture that will impact key resources who planned to support the project?
03 What are the expectations for PTO/holidays during the summer? Is work going to continue or slow down?
04 Are there other known business events that should be identified as potential risks to the business?
05 Are there other major implementations already planned, and what impact will this have on your project?
06 Are there other major business initiatives that are so critical to your business success, you will not realistically get the attention you need from support functions for your project?

03 BUDGET

The budget is more than the cost of your partner to help you implement your integration(s). You should also consider:

☐ Other partners that may support change management or operations model design support
☐ Lead roles/subject matter expert roles that may need to be filled with contractors to either ensure ongoing operations or represent your company during the implementation
☐ Third party integration provider costs to support a change to the current integration
☐ Application costs that may need to continue beyond the planned go live
☐ Contractual obligations if you’re planning to deprecate a current technology solution early
☐ A third-party advisor to help you select a partner
☐ A third party to oversee project governance
☐ Legal fees to assist in contract negotiations, contract cancellations, etc
☐ Additional resources to augment current staff to ensure day-to-day operations continue, particularly if there is a key business event that must also be supported

04 APPROVAL

It’s never as easy as just creating a business case and planning that it will get approved. There are some key things you can do to ensure success.

☐ GET LEADERSHIP BUY-IN. A key leader is willing to serve as executive sponsor and will socialize with the CEO, CFO, CTO/CIO to ensure there is broad support.
☐ CONFIRM whether the final project requires Board approval. If yes, introduce the discussion early in the process to ensure they’re aligned with this initiative and need.
☐ DISCUSS needs/benefits with the CEO, CFO, CIO/CTO, and business owner to understand if there are other options that should be considered and define what will ensure they agree that the business case warrants approval.
☐ PERIODICALLY REVIEW the information you’re gathering to confirm it’s still making sense (i.e., if just the cost of implementation is too high for any approval, don’t spend time on all the other details).
☐ LISTEN TO CONCERNS, questions, risks raised by the CEO, CFO, CTO/CIO and ensure you’ve addressed them in your proposal.
PRE-WORK OPERATIONS MODEL

FOUR KEY CHECKPOINTS:
01 Current State
02 Operational Goals
03 Executive Goals
04 Future State

01 CURRENT STATE

Based on the in-scope business processes, what is the current landscape for the operating model? Here are some things to consider:

01 Do you currently have a centralized or decentralized model?
02 What are the roles that will be impacted by the new technology?
03 What impacts will these roles experience? Will they do the same work but in a different way, or will their work be materially changed? Will it go away completely, or will they need a different skillset?
04 There is risk of continuing smooth operations if it’s known the technology will be changed and there will be material operational changes.
05 There are leadership concerns within the existing state.
**02 OPERATIONAL GOALS**

Operational goals could include: % accuracy, % on time for BP. Others could include retention, skills/capabilities, efficiency, difficult to hire, compliance score (penalties, fines, interest, regulatory audit), reputation (impacting business and/or impacting ability to hire/retain staff). Even more operational goals include:

01 Clearly defining the current operational goals and metrics
02 Determining which goals and metrics are critical to the business
03 Identifying warning signs that operations are potentially being impacted by the project
04 Identifying who will monitor and report on operational metrics during the implementation
05 Defining your post-go-live goals

**03 EXECUTIVE GOALS**

Goals are also important at the executive level. Consider these examples:

- Are your executive goals aligned to your operational goals?
- Which is better for your business: insourcing or outsourcing?
- How much automation is appropriate?
- Which model is best for your business: centralized, shared services, or decentralized?
- What are your expectations around operational improvement? What are your goals, and can they be measured?

**04 FUTURE STATE**

Your future state will be dependent on how much Workday will enable a transformational change to the way work is done and where it is done. Ideally you can impact the global approach to operations. The plan should include impacts on staff, timing of the change, and any steps that need to be taken to move to the new operations model.
PLANNING

These are internal costs associated with internal resources and their time to do these activities. It assumes no third party is used to help with any of these activities.
Most organizations need a partner to help them ensure they get the new HCM/FinS solution in place in the time and budget planned.

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**Partner Selection**

The partner you select at the start of the project is difficult, if not impossible, to change during the implementation, if you did not do your due diligence.

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**TOTAL CREDITS**

9,000

**FOUR KEY CHECKPOINTS:**

01 Reputation
02 Team
03 Cost
04 Time

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**01 REPUTATION**

Conduct research to understand which partners you can choose from. The following steps will help you assess your options:

01 Get recommendations from the application provider.
02 Check third-party review sites to see what customers are saying about the providers you’re considering. A few points on this:
   - Lack of reviews doesn’t necessarily mean the provider is bad or good.
   - The more reviews, the more you can reliably use the source to get good insight.
03 **COST**

Understanding how much the partner will charge is essential to feeling comfortable with the partner you choose and your ability to stay within budget while achieving your goals. We also recommend asking any potential partner these questions:

01 Is your pricing based on a fixed fee or is it based on hours?

02 When are payments expected?

03 What are the assumptions/dependencies for the price quoted?

04 Are there any additional charges not included in the fixed fee / hourly rate?

05 Are there any areas where current/past customers typically needed change order?

04 **TIME**

There are several time elements you will need to consider as you select a partner.

01 How long will it take to implement the scope you have defined? If the time from one partner to another is materially different, dig deeper to understand why. It may be that one partner has better accelerators than the other.

02 When can the project start, and can your go-live date be met? What risks do you incur if you push faster than the partner would recommend?

03 What are the statistics for on-time delivery of projects?

04 How many projects (both initial implementations and phase x) does the partner manage at any given time?

05 What risks does the partner suggest you prepare for/have a mitigation plan for that could be a reason your company is the cause for delay?

02 **TEAM**

If you have narrowed down your list of potential partners, ensure you:

☐ Ask for commitment on who your key role resources will be (i.e., project manager, functional lead, testing lead, integration lead).

☐ Review the resumes/CVs of the proposed team to ensure they have the background experience that you believe is important for success.

☐ Talk to the proposed team. Do you have good chemistry with them?

☐ Confirm who will have executive oversight for your project. What is the model and who will be the escalation point if there are issues that cannot be addressed within the project team?

04 **Customer Reference** - request to talk to one or two current/past customers who you can independently ask questions.
PLANNING
GOVERNANCE

A well-defined governance approach will ensure you are communicating effectively throughout the organization and within the project team.

- Executive
- Project Team
- Issue Resolution
- Change Orders
- Governance Charter

Communication throughout the organization can more effectively occur when a governance structure is defined and used.

TOTAL CREDITS
9,000

FOUR KEY CHECKPOINTS:
01 Executive
02 Project Team
03 Issue Resolution
04 Change Orders

01 EXECUTIVE

There are several areas to define when it comes to the executives that should be considered in the governance model. Once you have identified who should be included, it’s also important to define their roles and responsibilities as it relates to the implementation project. Describe how the project team will communicate with this team, including the frequency and the reporting framework.

02 PROJECT TEAM

Equally important to defining the executives in the governance model, clearly identify which project team roles make up the governance structures. Define their individual roles and responsibilities, establish a regular communication cadence, and provide the project reporting framework.
03 ISSUE RESOLUTION

A key to ensuring governance throughout the project lifecycle is to have a clear approach to identifying, documenting, resolving, and escalating issues. Things to consider for your issue resolution plan are:

☐ What tool will you use to track and report on issues? This may be as simple as an Excel spreadsheet in a shared location. Ideally, your partner already has a solution, and you don’t need to worry about this.

☐ Who is responsible for identifying issues?

☐ Defining what an issue is vs. a risk.

☐ What priority will a risk have -- what is considered high, medium, and low?

☐ Who is responsible for ensuring the issue is addressed vs. who might assist in resolving?

☐ What is the timeline for resolving the issue?

☐ Are you capturing periodic updates, particularly details on what solved the issue.

☐ Who can approve that the issue is solved?

☐ When does the issue get escalated from the project team to the steering committee?

04 CHANGE ORDERS

No one wants to deal with change orders. However, they are a necessary part of any project. Change orders may or may not have a cost associated with them. This is critical project documentation that ensures both the customer and the partner agree on a change from the contracted project. Key elements of the change order process include:

01 The standard format for the change order, which should include:

☐ Who is requesting the change?

☐ Why is the change needed?

☐ What is the impact if the change is not made?

☐ What is the impact to the project activities/timeline?

☐ Who is impacted by the change and is there any cost/credit associated with the change?

02 Defining roles/responsibilities on who can submit changes

03 The review and approval process defined both for the customer and the partner. Some changes may be approved at the project manager level, while others may require executive sponsor approval, or higher.

04 Establish general timelines to get change orders approved. If a change order has a material impact on the project, it may create additional delays or issues if not approved (or disapproved) in a timely manner.

05 Define where change orders will be maintained.
The most successful projects include the right level of change management support, both during the implementation and post production.

- Communication
- Training
- Resources/Documentation
- Internal vs. External

A change management workstream defined to start at the beginning of the project is more likely to succeed. This team can ensure they’re capturing key impacts throughout the technology redesign, build, and move to production.

**01 COMMUNICATION**

Decisions to implement new technology for HR and/or Finance are months in the planning and even longer in the execution stages. It’s important to remember there are multiple stakeholders who will need to be informed about the changes that are planned.

These stakeholders include:

- Executives
- Impacted Business Function – leader, SMEs, others
- Project Team
- Employees

A clear plan regarding what to communicate and when to communicate goes a long way in ensuring everyone is ready for the change.
02 TRAINING

There are several stages of training that should be considered, and a plan should be developed to ensure the right training is delivered at the optimal time. You should also have a plan in place for how you will reinforce this training.

- Who needs to be trained?
- What type of training will best fit your needs?
- When does the initial training need to be completed?
- Will this training be delivered internally or externally?
- How much will the training cost?
- How will this training impact daily operations while it’s underway?

☐ What supporting materials are needed for post training?
☐ Will any SMEs be available afterwards as resources, and how long will they be available?
☐ How will you know if the training was successful?

03 RESOURCES / DOCUMENTATION

A key element of any change management program is identifying the resources that will be available at various stages of the project, including post go-live. Equally important is having documentation that is readily accessible for employees, business users, and managers to access as they encounter various scenarios. The suggestions below may help.

- Identify the stakeholder segments that are important to you. Often, you will see this broken down into employees, business process users, functional users, and managers.
- Determine what level of communication and training would help them successfully move to the new solution.
- Once you know this, you can assess whether you have the internal resources to develop, deliver, and support various aspects of communication and training. Often you can take the business process SMEs that are supporting the project and leverage them as experts/support once the project goes live.

☐ If you do not have internal staff to deliver your solution, look to your implementation partner to see what they can offer. Often, they have specific change programs designed for the type of implementation you’re contemplating.
☐ An area that is often underestimated is continuous training and support. Remember, most of your stakeholders will only be trained once, while you, as a member of the project team, will have been immersed in the application for several months.
☐ Balance the type of documentation that will be most helpful to your various stakeholders. It may be as simple as quick reference cards, checklists, standard operating procedures, etc.

04 INTERNAL VS. EXTERNAL

As you’re defining your change program (or assessing whether you should have one), you will reach a point where you must either “buy” or “build” your own. Often, the price of buying may seem high. But if you’re picking the right partner, they can develop a change program designed for your specific needs. Always consider a change lead representing the business if you decide to go external so that you can ensure you’re getting what you asked for.
Any implementation to change a core business application requires a detailed project plan that defines all of the activities throughout the project stages.

- Standard vs. Custom
- Timeline
- Resources
- Dependencies / Assumptions

You don’t need sophisticated project tools to manage your plan. You do need a way for the entire project team to track what they are responsible for.

**TOTAL CREDITS**
9,000

**FOUR KEY CHECKPOINTS:**
01 Standard vs. Custom
02 Timeline
03 Resources
04 Dependencies / Assumptions
**01 STANDARD VS. CUSTOM**

**STANDARD PROJECT PLAN**
Your decision to use a partner should mean they can provide you with a project plan template that forms the basis for all required tasks, resource role(s) that should be assigned, and expected timeline to complete various tasks based on the start and end date of the project that has been agreed to. It’s now just a matter of reviewing the information, inserting names, and potentially adding additional columns for information you want to track.

**CUSTOM PROJECT PLAN**
In some instances, you may want to customize the standard plan to include other areas of activity that are required by your company. This may include additional areas related to security, change management, stakeholder engagement, etc. The standard plan should be able to accommodate these additions.

**02 TIMELINE**
It’s important to assess the timeline not only at the beginning of the project but throughout as well. At the beginning, you want to ensure the resources you will need are in fact available (i.e., someone has been assigned the needed role, work capacity will allow them to be available, not on PTO/holiday, etc.). Adjusting timelines for one stage of the project, particularly if you’re extending the timelines, will impact downstream stages and may affect your desired go-live date (move to production date). Getting agreement from all your workstream leads is essential for success.

**03 RESOURCES**
You now have the project plan and timelines defined. The big question is which resources will be responsible for every role defined in the plan. In some cases, you will assign a resource to multiple roles. Along the way, it’s critical that you’re evaluating their day-to-day workload to ensure that assigning a single resource to multiple roles is realistic. You may need to use contractors or partner resources to fill some of the company roles. Identify these areas as soon as possible. Gaps in the resources needed, particularly in the first stage of the plan, will likely delay either the start of the project or require more time to finish that first stage.

**04 DEPENDENCIES / ASSUMPTIONS**
It helps to document your dependencies and/or assumptions as they relate to the project plan. For example, if you’re depending on your partner to cover one or more customer roles throughout the plan, that should be clearly defined. Dependencies could also reflect that certain IT resources or third parties are available at a specified time to support one or more project activities. An assumption may be that you’re planning three testing cycles but can reduce to two if there are time constraints during the testing stage. Your partner should be able to help you define the typical dependencies and assumptions.
A project plan is only as good as the team that will be responsible for each of the activities.

01 Roles
02 Resources
03 Engagement
04 Risk / Mitigation

Once your team is selected, continue to monitor for issues and/or risks to the project. Be ready to proactively address concerns quickly.

TOTAL CREDITS
9,000
**01 ROLES**

The roles required to staff a project plan are generally the same from project to project. The key roles include:

- Executive Sponsor
- Project Manager
- Business Process Lead(s)
- Business Process Subject Matter Experts
- Data Conversion Lead
- Testing Lead
- Integration Lead
- Change Management Lead

Determining which roles must be held by different resources is often dependent on the size of the team, the speed you want to have for implementing the new solution, and the availability of the right resources to fill the roles. Ideally, every lead has additional resources on the team to help support the activities defined for that workstream.

**02 RESOURCES**

Now that you have confirmed all the roles required for the project team, you will need to assess who from the organization can effectively perform those roles. If you performed the pre-work activity for Capabilities Assessment, you have a clear idea of the resources you will assign. In some instances, certain project team roles may be filled with contractors/consultants, and/or you may use contractors/consultants to perform the daily functions of certain resources, so they are free to perform their responsibilities for the project.

**03 ENGAGEMENT**

Just as you have a clear project plan for the implementation, you will need a clear plan for engaging the project team resources. It’s important to define the communication cadence beginning with initial communication and engagement, all the way through the project go live. Your communication cadence should specify what topics will be covered during the different types of communication and the expectations for each resource. Setting this framework at the start of the project will simplify the project manager’s role and help them ensure they are sharing the information members of the team need, as well as ensuring they have the information to effectively manage the overall project.

**04 RISK / MITIGATION**

Just as you have identified risks and mitigation strategies for the project, you will want to do this for the members of your project team too. People impacts can affect your project. Some impacts (e.g., holidays, PTO) can be planned for in advance. Other impacts (e.g., illness, family emergencies, resignations) cannot. Having a mitigation strategy that can be executed at the time of the impact can ensure the project stays on track.
The kickoff is designed to officially start the project and communicate to all relevant stakeholders what to expect during the project.

- **Planning**
- **Resources**
- **Topics**
- **Scheduling**

**Project Kickoff Plan**

**TOTAL CREDITS**

**9,000**

**FOUR KEY CHECKPOINTS:**

01 Planning
02 Resources
03 Topics
04 Scheduling

**01 PLANNING**

It's never too early to start planning for the kickoff. It's important to discuss who should attend, what level of information you will share, who is responsible for developing the material, who will present the material, what is the final agenda, and all the many details associated with scheduling the meeting.

Depending on the organization there may be multiple kickoff events. For example, you might want to consider a separate kickoff for executives, the project leadership team, and then the full project team plus others you want to include for awareness. The number of meetings you ultimately hold will depend on the size of your organization and the need to get the various stakeholders informed.
02 RESOURCES

As you consider the resources needed for the kickoff, you should think about:

☐ Administrative resources/support
☐ Content development resources
☐ Presenter resources

The more you can get good support and be clear on the roles, responsibilities, review process, and timeline, the easier it will be for the project manager to ensure this task gets completed.

☐ Describe the key project workstreams. This typically includes a high-level overview of the project workstreams and timelines, plus details on design, build, integration, testing, and change management. It's always helpful to have the team lead for each workstream describe what they will focus on, when it will happen, who will be needed to support them, and so on.

☐ Share key assumptions/dependencies and project principles

☐ SUCCESS CRITERIA - Define specific measures that are important for the project to be a success.

03 TOPICS

The topics for the kickoff should include, but not be limited to:

☐ STRATEGIC VISION - What is the business problem you are trying to solve? What are the criteria for success? Why is it imperative to take this step?

☐ CURRENT STATE - Review key areas you looked at as you considered moving to a new platform. What information is important for the attendees to understand as they prepare for the project to kickoff?

☐ WHO IS THE PROJECT TEAM - This should include company resources as well as partner(s) resources. Be prepared to show the organization chart. How does the executive team support the project leadership team and then the full project team?

☐ Describe the key roles and types of activities the different functions within the team will work on. For example, what is a project manager’s role versus that of a team lead, subject matter expert, approver, etc.

04 SCHEDULING

Just as you have a detailed list of activities needed for the project itself, it’s helpful to have a list of all the activities that must be completed for the kickoff. For example, developing content may also require an approval process, formatting/design, and final assembly into a single presentation. We always recommend bringing the presenters together at least one day before the kickoff to do a practice run of the final presentation. It helps to ensure that all details—including the littlest ones—are worked out.
Design and build will consume the majority of your credits, especially if there are third-party integrations. Based on the number and complexity of your integration requirements, this cost could be significantly higher than currently planned.
DESIGN & BUILD
BUSINESS PROCESS REQUIREMENTS

**FOUR KEY CHECKPOINTS:**

01 Business Process Owner / Lead

02 Business Process Subject Matter Experts (SMEs)

03 Other Upstream / Downstream Subject Matter Experts (SMEs)

04 Dependencies / Assumptions

**TOTAL CREDITS**

15,000

**01 BUSINESS PROCESS OWNER / LEAD**

Each business process in scope should have a clear business leader defined as a member of the project leadership team. Your partner will also have a counterpart for each business process in scope.

The business process owner should have a clear knowledge of the current state and be able to see the vision for the future state. If they are not an advocate for moving to a new solution, you will need to help them from a change perspective or you may find it difficult to move through the stages of design, testing, and acceptance.

The business process owner does not always need to be the leader or even manager of the business process.
02 BUSINESS PROCESS SUBJECT MATTER EXPERTS (SMEs)

Business process (BP) subject matter experts (SMEs) support the BP owner in ensuring they are thinking about all of the current business process requirements and outcomes during the design phase. The BP SMEs generally have a strong understanding of the business process from a tactical perspective. They know what has been working and what has not. They also know what the many scenarios are in which the business process must perform accurately.

03 OTHER UPSTREAM / DOWNSTREAM SUBJECT MATTER EXPERTS (SMEs)

It’s important to think about work that gets performed outside of a specific functional area. For example, while payroll owns processing and delivering payroll, business managers ensure their employees are processing their time so that payroll can be accurately calculated for hourly employees. Downstream impacts include the accounting department, which is responsible for ensuring the payroll is balancing from a financial perspective. Make sure that you are getting requirements and concerns from upstream and downstream stakeholders. This will ensure all requirements are considered and planned for and minimize disruption once the new solution goes live.

04 DEPENDENCIES / ASSUMPTIONS

It’s important to identify BP assumptions and dependencies as they will act as guides for how you want your processes to operate.

For example, today there is less time spent on business process “redesign.” This is because companies want their new technology partner to come with optimized technology and their recommendations on the best process design for achieving success. With the best process design as a starting point, companies can then incorporate their specific business requirements. One project assumption may be that the company will use the out-of-the-box process, include all business requirements that can be configured in the existing technology, but allow no customizations to the technology.
DESIGN & BUILD

BUSINESS PROCESS DESIGN

You’ve shared your requirements, now it’s time to review the planned design. It’s important to ensure the designs are fully reviewed and understood.

- ✔ Review
- ✔ Change Impacts
- ✔ Delivered
- ✔ Not Delivered

Business Process Design Blueprint

Not everyone can readily understand a business process design. Take the time to walk your subject matter experts through the design and ensure they understand what will be developed.

TOTAL CREDITS

10,000

FOUR KEY CHECKPOINTS:

01 Review
02 Change Impacts
03 Delivered
04 Not Delivered
01 REVIEW
Once all requirements have been gathered, the BP owner and BP SMEs will review the new business process(es). They will ensure the right owners are defined at each point in the process, that requirements have been captured, and that change impacts are defined. This review leads to approval so that the process can be built.

02 CHANGE IMPACTS
As part of your change management, a resource from the change team should participate in every BP design session. Their role is to capture any areas that are changing, who will be impacted by the change, the severity of the change, and how/when the change will be communicated.

03 DELIVERED
When all in-scope scope process designs have been reviewed and approved and change impacts have been defined, the business processes will be considered delivered. The development team responsible for configuring your new process(es) is now ready to begin their work.

04 NOT DELIVERED
Occasionally, discrete processes are identified that cannot be delivered through the new technology. These business processes are likely out of scope for your partner. However, someone will need to ensure an appropriate business process is defined. The additional business process may be a manual activity, or it may get performed by another technology that is integrating with the new platform.
Define who will be responsible for the final review and approval of your blueprints. Any delays here could impact your timing expectations.

- ✔ Business Process Blueprint Design
- ✔ Approval
- ✔ Approved Business Process Design Blueprint  TOTAL CREDITS: 5,000

You’ve heard the phrase “too many cooks in the kitchen”? It’s critical here to have the smallest approval team as needed to ensure the business requirements will be met.
01 BUSINESS PROCESS BLUEPRINT DESIGN

Include steps in your project plan regarding who will review the business process design blueprints. It’s important to differentiate between who will review for accuracy and who will approve. A common mistake is allowing for more changes to come into the blueprint at this stage. Make sure that it’s clear what is and isn’t expected from this part of the process. If you have agreed you’re going to go with the out-of-the-box design, you don’t want this step to turn into a rejection of the blueprint because you have a better idea of how to design the process. Governance and control at this stage are both critical. Capturing additional ideas at this stage is important, but they should be vetted for whether they are critical to the project or can wait until after go-live.

02 APPROVAL

Establish clear criteria on what constitutes approval. Remember that at this point you may or may not have your companies’ data running through the process to know whether it works. You also will not have completed testing. This is just approval that the business process makes sense based on what tasks the application will perform and what a user will perform.
Bad data is often the reason for selecting a new technology solution. Understanding what it will take to get to clean data is challenging.

- **Data Mapping**
- **Data Validation**
- **Data Cleanup**
- **Risk / Mitigation Plan**

It is possible not all data will be considered accurate or clean at the end of this phase. Be prepared for additional activities either during the project or post production.
01 DATA MAPPING
You will need to plan for mapping data from current solutions that will be deactivated as well as current and new solutions that will continue to be used once the new solution is in place. This is where your architecture plan comes into play. Think about both internal and external solutions, even those where data is just manually downloaded or uploaded periodically.

There are other considerations when evaluating your data mapping needs. The type of field, length of the field, characters allowed in the field, and so on, are all important. Whenever there is a mismatch between one application and the other, you will need to define how you'll convert the data to the appropriate format.

02 DATA VALIDATION
Once you have mapped all of the data, you will go through a period of data validation. This will ensure the data in the original application matches the data in the new application. Any errors will need to be traced and corrected. Keep in mind that accurately transforming data from one application to another does not mean the data is correct. The data is only correct if the original data was correct. Another common issue is when a data field is empty in the original application. Take these points into consideration as you determine what data validation will mean for your organization.

03 DATA CLEANUP
Data may need to be “cleaned” to ensure a new business process will run accurately. As part of the data workstream, you will want to identify any data that may need to be changed as part of the data validation process to define steps for data cleanup.

04 RISK / MITIGATION PLAN
Most organizations know they have issues with some portion of their current data, particularly if that data is in multiple applications with different levels of maintenance. Is there a master data source, or do you have multiple sources with no current integration? Identify the risks you are aware of and document any steps you can implement to ensure the data workstream does not bring the project to a full stop at some point. This is a high-risk workstream overall.
Connecting data and information within internal business systems is critical to many business processes.

**FOUR KEY CHECKPOINTS:**

1. **Type of Integration**
2. **Requirements**
3. **Design / Build**
4. **Approve**

**TOTAL CREDITS:**

15,000

Just as you want to identify the systems that use information from the system you are migrating, you want to identify the people who will need to be aware of the changes.
01 TYPE OF INTEGRATION
Most integrations are clearly understood. You are moving data from one system to another in an automated solution. In some cases, a schedule integration may be triggered at the same time of day (or week, month, or other frequency). Some integrations may happen when something occurs within the business process. These are real-time or near real-time. You will also want to define whether you are using a file transfer process (FTP), an application processing interface (API), or a combination of the two. A reminder that in some instances the cost to build and maintain either an FTP or an API data movement has been considered unreasonable. In these instances, you will want to know how you will get data from one system to another and ensure that process is clearly defined.

02 REQUIREMENTS
Now that you have defined the type of integration (if you are using one), you will need to define all the requirements for it. It’s critical that someone who understands each application is part of this process. Generally, you already have requirements in place, and you can start from there. This is an ideal opportunity to ensure you’re identifying any new requirements, particularly if you are not maintaining a plan of “master data source” and “subordinate data source.”

03 DESIGN / BUILD
- For an internal integration, it’s generally clear who will design and build it. They will follow the requirements defined by the system administrators and business users.
- They will also ensure they—and other stakeholders—test the integration, as necessary.
- It’s important to note that there may be commercial terms to negotiate and or follow related to any downstream system. The effort to build changes on their end and engage key SMEs is time and effort for the third party. They are almost always going to have provisions to recoup the cost for this effort.

04 APPROVE
Define the requirements that must be approved to confirm the integration is working as planned. Also, confirm who will sign off on the integration and approve it is ready for the go live.
Connecting data and information to third party systems extends your ability to provide full solutions for one or more business areas.

- Type Integration
- Requirements
- Design / Build
- Approve

Third-parties systems be difficult to engage in your project at the time you need them engaged. Ensure you inform them as soon as you have confirmed the project is approved. For critical business systems, you may want to engage them as you define your business requirements and build your project plan.

**FOUR KEY CHECKPOINTS:**

01 Integration Type

02 Requirements

03 Design / Build

04 Approve

**TOTAL CREDITS**

100,000
**01 INTEGRATION TYPE**

Most integrations are clearly understood. You are moving data from one system to another in an automated solution. In some cases, a schedule integration may be triggered at the same time of day (or week, month, or other frequency). Some integrations may happen when something occurs within the business process. These are real-time or near real-time. You will also want to define whether you are using a file transfer process (FTP), an application processing interface (API), or a combination of the two. A reminder that in some instances the cost to build and maintain either an FTP or an API data movement has been considered unreasonable. In these instances, you will want to know how you will get data from one system to another and ensure that process is clearly defined.

**02 REQUIREMENTS**

Similar to internal integrations, you will need to ensure you are engaging someone from each third-party application source with someone from the internal team who understands each application. Often, the most difficult part of the third-party integration is getting someone from the third party engaged in your project. This is a key risk for the project’s success, particularly for critical application integrations. The best practice is to engage your third parties as early in the project as possible.

**03 DESIGN / BUILD**

When working with a third party, you will need to be clear on who is developing the interface. Depending on the type of interface being built, it may be both the customer and the third party. Establish what will be included in the design build and testing phase of this workstream. In some instances, testing may require multiple weeks to ensure the results are accurate across multiple data sets.

**04 APPROVE**

Define the requirements that must be approved to confirm the integration is working as planned. Also, confirm who will sign off on the integration and approve that it is ready for go-live. In the case of third-party integrations, both the customer and the third party should approve the integration.
TESTING

Testing is a critical point in the process where the bulk of the work is done by internal resources. But to ensure your testing plan is fully executed, companies will often need to engage external resources. When this happens, you may need more credits than what has been allocated.
TESTING

TESTING PLAN

FOUR KEY CHECKPOINTS:

01 Scope
02 Scenarios
03 Cycle
04 Resources

TOTAL CREDITS
5,000

Clearly defining all of the business processes and scenarios, including integrations, that must be tested helps ensure your new solution is working correctly when it moves to production.

- Scope
- Scenarios
- Cycle
- Resources

Testing Plan

Testing takes time and effort from your business users and subject matter experts. Ensure the plan is clear on how much time they will need for this process.
01 SCOPE
☐ Are you thinking about all aspects of the solution that should be included in the testing plan? For example, it’s not just the functionality within a single business process that should be tested, but also the integrations, the input from upstream processes, and the output for downstream processes. By looking at all aspects of the business process, you will prevent issues once the solution is live.

☐ It is critical to consider how you will manage the Workday environment / tenant. This should be defined in a specific plan.

02 SCENARIOS
The most important point to understand is that you, the customer of the solution, are responsible for ensuring all the scenarios are defined to adequately test the solution being implemented. Ideally, you have selected a vendor who has a wide selection of business process scenarios already defined so that you can get a head start on the usual business scenarios. Now it’s key to also include any corner cases that are specific to your organization, particularly where you have configured unique requirements to support your business.

03 CYCLE
An integral part of your testing plan includes decisions related to testing during multiple cycles of a particular business process. The most common scenario is payroll. It’s critical to test at least two payroll cycles to identify more payroll scenarios that can happen from one payroll period to another. Conversely, some scenarios are very straightforward and can be tested by multiple people in a single day to validate that the scenario is working satisfactorily.

04 RESOURCES
The ideal plan has a range of users testing every scenario multiple times. Testing can be a great way for business process users to gain experience with a new solution. They can work through common issues that teach them how to navigate the system and see firsthand how the solution works. Make sure you’re thinking about every user in the process, not just the user who does a large portion of it. This is an area where you can reinforce that handoffs are in fact working smoothly.
It's now time to start testing the solution.

- **Scenarios**
- **Volume**
- **Completed – Errors**
- **Completed – No Errors**

**Testing Complete**  
**Total Credits:** 15,000

Plan for contingencies when not all tests results are error free. Knowing when something is critical and will impact the go live will enable you to easily make decisions and move to mitigation strategies.

**TOTAL CREDITS**  
15,000

**FOUR KEY CHECKPOINTS:**

01 Scenarios  
02 Volume  
03 Completed – Errors  
04 Completed – No Errors
01 SCENARIOS
Keep the following points in mind as you prepare for testing:
01 Schedule scenarios to various resources.
02 Identify additional scenarios.
03 Leverage testing as an opportunity to train internal resources.
04 Communicate, communicate, communicate.
05 Do multiple roles need to be scheduled to complete a business process?
06 Conduct training for those who will be involved in testing.
07 Schedule a feedback loop and be clear on what you intend to do with the feedback (lots of good ideas will emerge, but that doesn’t mean you can accommodate all of them).

02 VOLUME
Keep the following points in mind as you prepare for testing:
01 How many times should each scenario be performed?
02 How many different roles should perform the scenario?
03 Schedule scenarios to various resources.
04 Identify additional scenarios.
05 Leverage testing as an opportunity to train internal resources.
06 Communicate, communicate, communicate.
07 Do multiple roles need to be scheduled to complete a business process?
08 Conduct training for those who will be involved in testing.
09 Schedule a feedback loop and be clear on what you intend to do with the feedback (lots of good ideas will emerge, but that doesn’t mean you can accommodate all of them).

03 COMPLETED – ERRORS
Keep the following points in mind as you prepare for testing:
01 What does an error look like?
02 How should an error be reported?
03 Who will validate that it’s a real error and not just a tester’s error?
04 How will feedback be communicated (both up and down)?
05 What is the plan for retesting, and should the volume change?

04 COMPLETED – NO ERRORS
Keep the following points in mind as you prepare for testing:
01 What constitutes no error?
02 How is this communicated from the tester?
03 Are the tester’s results validated?
04 Who determines that testing has been completed?
The moment you've waited for. Is the system ready to go into production? Be ready to make that decision.

- **Operational Readiness**
- **Application Readiness**
- **Executive Alignment**

**Project Go Live**

Equally important to your readiness to go live is to have a plan if you're not ready. Decisions to extend the timeline can be made at other stages of the project and generally making that decision sooner vs. later is better overall.

**TOTAL CREDITS**

5,000

**THREE KEY CHECKPOINTS:**

01 Operational Readiness
02 Application Readiness
03 Executive Alignment
01 OPERATIONAL READINESS
What does operational readiness look like? Consider this checklist:
☐ SME training has been completed.
☐ BP leaders confirm that they are ready to operate in the new environment.
☐ A risk / mitigation plan has been defined.
☐ Identified issues have a clear path for resolution and will not materially impact operations.

02 APPLICATION READINESS
For a project to be considered application ready, you should be able to confirm that each of the following has been done:
☐ All material tasks should be completed.
☐ Testing has been thoroughly completed.
☐ Identified issues can be delivered post go-live.
☐ Operations has confirmed that they are ready to operate in the new environment.

03 EXECUTIVE ALIGNMENT
Executive alignment is just as critical as operational and application readiness. Make sure the following have all been satisfied:
☐ Go-live criteria have been defined upfront.
☐ Go-live criteria has been met.
☐ If go-live criteria have not been met, there should be a clear rationale for going live anyway.
☐ The risk / mitigation plan should be fully disclosed.
☐ Issues and timeline should be disclosed.
PRE-WORK

While these activities are based at the end of the game, the work is included as part of your initial pre-work. You should plan for third-party support at the end of the game (consider this your go-live date, or in-production date). It’s important to start validating the return on the vision and ensuring you are achieving the success criteria identified at the start of the project.
This is one of the first activities to define. Understand, define, and communicate the vision for the solution, as well as the operational model and impacts to people.

- End State
- Transformation or Migration
- Executive Buy-in
- Business Process Leader Buy-in

You will define the vision prior to starting the project. However, many of the actions related to people and impacts to your operational model happen once the solution is in production.
01 END STATE
The most successful projects have a clear end state defined that includes people, process, and technology. Focusing on only one aspect puts a successful outcome at risk. Just as organizations plan significant budgets and time to get the implementation completed, they should also consider the time and money that will be needed to ensure all processes—and the people who must deliver those processes—have appropriate budgets and time planned.

02 TRANSFORMATION OR MIGRATION
☐ Many organizations talk about “transformation” whenever they plan to implement a new solution. Be careful of how you promote the project if all you are really doing is migrating current data from one system to another one that looks nicer and does more things but doesn't redefine the way you expect business to be done.

☐ Business transformation is an umbrella term for making fundamental changes in how a business or organization runs. This includes personnel, processes, and technology. These transformations help organizations compete more effectively, become more efficient, or make a wholesale strategic pivot.

☐ Application migration is modernizing or migrating your legacy application.

03 EXECUTIVE BUY-IN
Have you defined all the executives who should buy into your plan for either a business transformation or a data migration? Their support throughout the many stages of the project will be essential. It's also an opportunity to ensure you are aware of any competing business priorities that may impact your plans.

04 BUSINESS PROCESS LEADER BUY-IN
It seems like an obvious thing that a business process leader should be enthusiastic about supporting any changes to old systems. Unfortunately, this is not always the case. The BP leader is going to be concerned about whether it changes the way they do business today (operations model and processes). They may also be concerned about their team. For example, they may wonder:

☐ Will my team get smaller?
☐ Do I need different skills?
☐ Will people quit because they already feel overworked?
☐ Can I support this initiative?
PRE-WORK
SUCCESS CRITERIA

You already have many ways in which you are measuring the success of your business. You will now want to define what success you are expecting in the future.

- Define Criteria
- Ownership
- Reporting

KPI / Metric Plan

Monitoring data and metrics to understand whether you have achieved success is the first step. The key step is to continue to assess what actions, if any, need to be taken to continue to drive towards your overall vision. It’s not the technology alone that brings success, but rather the combination of people, process, and technology.

TOTAL CREDITS
5,000

THREE KEY CHECKPOINTS:
01 Define Criteria
02 Ownership
03 Reporting
01 DEFINE CRITERIA
- Once you’ve defined your vision, define what success will look like both during the project and when the project is done.
- Success criteria **during** the project may include being on budget and on time, availability of resources, the success of change management, etc.
- Success criteria **after** the project may include the speed of user adoption, accuracy, reduction of rework, improved employee engagement scores, access to real-time business data, and the ability to make decisions/take actions, etc.

02 OWNERSHIP
As you develop your success criteria, ask yourself these critical questions related to ownership:
- **01** Who is responsible for tracking, monitoring, and reporting against the success criteria?
- **02** Who are they reporting to?
- **03** What is their responsibility if success goals are not being met? Who else can they engage?

03 REPORTING
Two important components of reporting include operational improvement and project success criteria. Consider the following questions for each:

**OPERATIONAL IMPROVEMENT**
- Do you have a baseline that you can measure from?
- What is the timeline to see the expected movement post-go-live?
- How will you be able to track the data and report the results?
- What if the results are not met?
- Are there considerations/assumptions that are important to the success criteria?

**PROJECT SUCCESS CRITERIA**
- What are the goals (this includes budget, timeline, resource capacity/constraints, issue resolution, team cohesion/engagement)?
- Can each goal be measured? If so, how, and how often?
- Who needs to know this information and how often do they need to know it?
- What is the plan if the results are not met?
- Are there considerations/assumptions that are important to the success criteria?
THE IMPLEMENTATION GAME
THE IMPLEMENTATION GAME