

The Secret of Large Project Success – Cultural Change

Encouraging a small-project culture ensured the success of a multi-million dollar information technology project.



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IT executives will tell you that large technology projects fail where small projects succeed. It doesn't have to be that way!

It all comes down to “project culture.” Small projects (teams of 4 to 6 people) have cultures in which the team members care as much about the success of the whole as they do about their own individual successes. They connect easily with the project outcomes, naturally share information, and give each other open and honest feedback. In large projects, and organizations, these actions don't happen naturally. An intervention of leadership is needed to encourage them, which consists of growing the Team's:

- ⊗ **Emotional Intelligence** (belief in self)
- ⊗ **Relationship Intelligence** (belief in others)
- ⊗ **Culture Intelligence** (belief in the project)

The Payoff?

“KNOCK YOUR SOCKS OFF PERFORMANCE”

Through Totem Hill's intervention in a major project at the Bank of Canada, Ron Wiens, Principal Strategic Change, coached the management team on explicitly building these three intelligences. The end result? A project that was delivered for one third the cost of the industry average, while achieving a full order of magnitude gain in the delivered quality.