



# Implementing a PPM Best Practices for Mitigating the Myriad Risks

The Power of Perspective



# Executive Summary

The facts are that the fail rate for generic organizational change projects is an alarming 60-80%, while the success rate for specific digital transformation efforts that achieve or exceed organizational expectations is a paltry 5%.

Remember, if implementing a digital transformation was easy they wouldn't call it work! This guidebook will illustrate the substantial challenges an organization faces when it considers embracing a digital solution to the plethora of today's business environment realities. It will scrutinize the many critical components – people, process, and technology issues – that will need to be delicately integrated throughout the journey toward successful digital transformation.

Many organizations initiate digital transformation anticipating beneficial utilization will be realized in approximately one year. In reality, it is not totally unusual to not reach maturity for many years. Why so long? Poor implementation strategy, failure to embrace the effort in a holistic way and frankly organizational impatience.

Digital transformation is a project – a business critical project! Applying the fundamental approaches that are utilized in managing projects will add substantial value to the effort and will significantly shorten the time to maturity. Real-world examples emanating from over 50 years of experience in government, private and non-profit environments will be illustrated along with lessons learned in the trenches that will make your digital transformation more easily accomplished.

Chapter 1	Why the Majority of Digital Transformation Projects Fail?	4
Chapter 2	People + Processes + Technology = Transformation	6
	<ul style="list-style-type: none"><li>◉ Why Implement a PPM solution?</li><li>◉ What Could Possibly Go Wrong?</li><li>◉ Who is in Charge?</li><li>◉ A PPM Really Works—and It's Scalable!</li><li>◉ Exceptional Potential – No Guarantees</li><li>◉ Time is Money</li></ul>	
Chapter 3	The 5 Pillars of Transformation	13
	<ul style="list-style-type: none"><li>◉ Who Benefits From an Effective PPM Implementation?</li></ul>	
Chapter 4	The Cora Systems Approach to the PPM Journey	17
	<ul style="list-style-type: none"><li>◉ Understanding the PMO Ecosystem</li><li>◉ People</li><li>◉ TOM (Target Operating Model)</li><li>◉ Tools</li><li>◉ Change</li><li>◉ Stages Lifecycle</li><li>◉ Important Success Factors</li><li>◉ Putting It All Together and Leveraging Cora PPM</li><li>◉ The Pain Points</li><li>◉ Leveraging Cora PPM</li></ul>	
Chapter 5	How Cora Systems Powers Enterprise PPM & Transformation	22
	<ul style="list-style-type: none"><li>◉ Key Aspects of the Cora Solution</li><li>◉ Powering Enterprise PPM &amp; Transformation</li><li>◉ The Value</li></ul>	



## CHAPTER 1

# Why the Majority of Digital Transformation Projects Fail?



Digital transformation. It sounds easy when you “say it fast”! But any organization that has undertaken this objective quickly learns that not only is it not easy it is extremely difficult and requires unwavering executive support and involvement.

Regardless of which source you use (McKinsey, Gartner, and Forbes), the failure rate for digital transformation efforts is stunning. While generic organizational change projects fail at a 60-80% rate, specific digital transformation efforts often experience an astounding 90-95% failure to meet organizational expectations.

If a decision is made to seek an organizational digital transformation, there are key areas that must be addressed to increase the potential for achieving a successful, mature implementation. Examination of failed digital transformation projects discovers six commonalities:

1. Failure to focus on the root cause of the problems to be solved. Lack of executive sponsorship and management’s aggressive evaluation of the key contributing components and the organizational element participation requirements. Solutions don’t reflect non-conventional “out of the box” thinking. Failure to break down the “silo” approach to achieve robust vertical and horizontal data integration.
2. Reluctance to make difficult decisions. Traditional “command and control” structures (silo) often results in politically expedient, self-serving, biased, decision-making on incomplete and/or faulty information. The digital transformation must

acknowledge the importance of a timely holistic approach to producing and utilizing decision support information.

3. All P&L and other benefits expected to be realized as a result of a successful digital transformation effort are NOT identified and the methods used to measure accomplishment defined. A realistic estimate of anticipated time and cost of the digital transformation effort must be provided and used as the measurement baseline for the effort during execution.
4. Failure to identify and obtain ALL stakeholder buy-in commitments. The result of this failure leads to misconceptions regarding the complexity and underestimating time to implement. This failure also leads to inability to define and quantify all potential benefits of successful digital transformation.
5. Having a “wait and see” attitude. Oftentimes the mantra from veteran employees is: “Be patient, this too will go away!” All stakeholders, including executive management, must be aligned and all mindset barriers broken down. Leadership fails to emotionally engage the very people who will ultimately decide the success of the effort.
6. The existing skill sets required for digital transformation are not in place. Skill set mismatch assessments are not conducted. Time is not allowed for the appropriate securing of the needed skillsets and/or comprehensive training is not prepared and delivered.





## CHAPTER 2

# People + Processes + Technology = Transformation



## Why Implement a PPM solution?

In my experience, the initial decision to undertake a digital transformation project is not wholly embraced by all members (management and individual contributors) of the organization. Significant time must be invested in “selling” the idea (benefits) to the user community.

Executive management must be prepared to answer the questions: “What’s in it for you?”; “What’s in it for me?”; and “What’s in it for the organization?” Since “buy in” from all potential stakeholders is one of the most significant factors for success moving forward. A digital transformation without buy-in will be folly! Sponsors must accept the fact that change does not come easily and the involvement and support of stakeholders is key.

George Bernard Shaw, famous Irish playwright and political activist, made note in the late 1800s: “Progress is impossible without change, and those who cannot change their minds cannot change anything!” Shaw made this claim in over a hundred years ago and it remains true today. Never forget digital transformation requires change.

The ultimate purpose of a PPM implementation is to substantially improve the quality, quantity and timeliness of the organization’s available decision support information. Once the system structure is created and the fields

are populated the final measure of success will depend on how the information is communicated to all those who will use the information or be impacted by its use by others. In other words, “comprehensive communication will ultimately determine success!”

Shaw, a prolific author and always a pragmatist, also made this sage point: “The single biggest problem in communication is the illusion that it has taken place.”

Achieving consistent, thorough and effective communication among all of the stakeholders in a digital transformation implementation is perhaps the project’s most strategic objective when it comes to success. Sponsors, managers, individual contributors and end users must all be integrated into a smooth, functioning communication model. Any premature rush to implementation that disregards these vital communications will result in delays in beneficial utilization. Establishing this communication model must be one of the initial focusses of any team or task force leading the effort.

A case in point: a large U.S.-based insurance company made a decision to digitize its field agent sales support system. They embarked on the project with enthusiasm. Scoped the project, involved management and the system support professionals and completed a comprehensive digital upgrade aimed at

streamlining the field agents work process. Within hours of the rollout, hundreds of field agents had called to complain about the new system. Problem: no field agent had been involved in the development of the new system. One of the most critical stakeholders had been omitted from the evolutionary process. Communication breakdown. Result: Successful rollout, failed project!

At the end of the day a successful integrated digital transformation effort rests in the hands of people. Therefore, achieving a well-balanced blend of the “right” people is vital. In many cases the successful digital transformation will be a collaborative effort between executives, subject matter expert (SME) representatives from the implementing business, and the supplier of the PPM solution. Careful consideration must be given to the selection of the appropriate technical skill sets and organizational representation. Digital transformation is NOT a part-time job. A dedicated team, including project manager, must be assigned to assure the highest probability of success. This team will work seamlessly with a consultant support team to manage outcomes and relationships throughout the project lifecycle.

## What Could Possibly Go Wrong?

The digital transformation faces two very different, but equally important, delivery challenges: Technical complexities and productive personal relationships.

Sometimes the technical challenges are more easily overcome than the personal relationships. Both require an extensive level of knowledge of the business and the potential for capitalizing on the benefits of digital transformation. The technology must always be responsive to the defined business decision support information needs. The people on the team must have a “we” attitude with focus on business solutions rather than personal preferences. Conflict among team members is natural and unavoidable, but must be managed to result in positive resolutions and productive results. Implementation of a digital transformation project has impacts. These impacts must be analyzed and the most beneficial resolutions implemented. A fully collaborative effort between the business and supplier must be maintained.

Some areas that must be watched closely:

- Organizational politics—senior executives or key stakeholders may not be supportive or leadership changes
- Technology performance issues
- Clash of personalities—can’t we all just “get along”
-



- Failure to develop a comprehensive risk management plan
- Inconsistent application of governance techniques, including formal change control
- Non-productive status meetings (live or virtual)
- Failure to create/execute a communication plan
- No structure or discipline in managing objectives
- Failure to maintain focus on schedule progress
- Breakdown of strategic linkage
- Occurrence of too many unknowns

A project sponsor that has not experienced these and other digital transformation challenges must rely on experienced consultant support from the supplier of the PPM to efficiently respond to any specific challenges and ultimately determine success. This consultant support must be provided in an open, honest, and frank manner enabling the rapid resolution of outstanding issues.

### **Who is in Charge?**

When it comes to digital transformation projects it is vital to realize the importance of utilizing a project management process to support the management and execution.

The responsibility for the project management function must be accountable to senior level executives to assure visibility and rapid decision-making thus increasing the probability

of success. Before commencing the project execution stage, the following should be accomplished:

- Identify high level strategic objectives
- Assign executive ownership
- Allocate anticipated budget for project
- Assign project manager(s)—business and supplier
- Develop formalized change control process

Proceeding to detail project planning, resource allocation and execution prior to completing the preceding items would be reckless and lead to confusion and non-productive use of resources. Having a supplier consultant with a deep level of experience in similar digital transformation projects integrated with the business team will prove invaluable.

### **A PPM Really Works—and It's Scalable!**

Years ago, I experienced a non-traditional engagement as an example of implementing a PPM solution to a small non-profit national museum in Hawaii.

The organization was planning to create and deliver a “for profit” professional “road show” to share ancient Hawaiian artifacts with the U.S. mainland population. The need to digitize the decision support

information was obvious and necessary. I was “forced” to travel to Honolulu, Hawaii to lead the effort. My first step: Meet with Dr. Edward Cruetz, Bishop Museum Director (contributor on the Manhattan Project and former Head of the National Science Foundation) to determine strategic objectives for the project.

My second step: Meet with the 12 museum technical department heads (all PhDs) to determine their information needs to facilitate successful preparation and execution. It became abundantly clear that effective communication would be the biggest challenge that would plague this project. Each of the technically brilliant department heads saw their duties and responsibilities as one and the same. There were NO clearly articulated objectives. NO recognition of the need to collaborate. Once I explained and illustrated the benefits that could be accrued from a PPM, they were committed and enthusiastic.

Dr. Cruetz retained absolute authority over content and budget but empowered me to lead the implementation of a PPM solution for overcoming the project/communication challenges. I carefully followed the proven digital transformation implementation process. Within three weeks of my onsite consulting efforts the organization had created a meaningful organizational structure

and a reliable PPM system (vertical and horizontal integration) to support the project execution. Frequent (weekly) status evaluation and planned corrective action planning was accomplished using the information produced by the PPM.

The 12 U.S. city exhibits were exceptionally successful and generated substantial revenue to support future museum programs. The PPM and the support it provided was cited as one of the key contributors to the exhibits’ success in the preface of the Road Show Exhibit Program.

This unusual project proved to me that PPM is applicable to almost any project type and that it is easily scalable to the specific situation—large or small!

### **Exceptional Potential – No Guarantees**

**The decision to move to digital transformation is one that is not easily made.**

Five of the most critical elements of success are:

- Mapping the key business processes for managing projects, programs and portfolio. Plan the implementation in distinct stages establishing an “input-output” relationship
- Find commonalities across the organization’s many disparate systems and isolate integration/interface points to create ONE



system

- Conduct macro risk assessment. Identify risk mitigation strategies
- Empower people to make decisions in their area of expertise
- Deliver user training. Deliver user training. Deliver user training

### **Time is Money**

The longer it takes to develop and implement a comprehensive PPM the longer it will be before the business and the user community will realize the substantial benefits.

Visibility of information to a broad audience enables all users to stay current with real time project status and analysis to facilitate cost-effective decisions across the business spectrum. The PPM supports online use to assure information integration and to avoid any misunderstanding or misinterpretation that may be the result of offline periodic access of the information.

It is the essence of digitization.

The biggest benefit of a PPM is that the information it produces encourages and enables early decision making based on real-time status. Project participants and managers are able to make timely, cost effective decisions that result in timely completion and substantial money saved!

In today's fast-paced business world, it is common for an organization

to be executing multiple strategic projects in a matrix (shared resource) environment. The number and variety of projects introduces a management execution complexity that essentially demands a move to a digital platform such as the Cora PPM. Some of the advantages of a PPM:

- Senior executive awareness and participation
- Creation of a strategic roadmap for success
- Task, project, program, portfolio structure drives integration
- Resource over-allocation or skill set mismatch risks can be quickly isolated/addressed
- Evaluating execution alternatives to gain efficiency

The selection of a technology partner that brings state-of-the-art, best-in-class expertise and application skills that support a comprehensive Cloud solution may well determine if organizational short- and long-term goals are achievable. This technology partner support in conjunction with the organization's "right people, right time" philosophy should lead to a successful implementation of a PPM solution.

# Connect Executive Teams to Delivery Teams to Get the Change You Want

When PwC asked if they felt their input added value to programs – 63% of Executive Teams felt they did, as opposed to only 45% of General Managers (this is quite astounding in that we have over a third of Executive Teams effectively saying that they do not add value!

PM professionals can bridge this gap and help the Executive Teams drive programmes of change.

The most regular service carried out by PMs was ‘status reporting’ to upper management. ‘Participate in strategic planning’ was ranked 5th with only 28% of PMs identifying this as a service they are involved in.

PMs can step up and correct some basic issues themselves – not wait for the Executive Team to help them do so. Executive Teams should expect more of their professional PMs in this respect. If PMs are to be more recognised as a professional body they must be more forceful in helping Executive Teams lead and drive programmes using professional methods and tools.





## CHAPTER 3

# The 5 Pillars of Transformation

## Who Benefits From an Effective PPM Implementation?

**1. Strategic Alignment:** Do projects support the achievement of strategic business objectives?

- Define the expected outcome of projects based on the anticipated benefits to the organization—which strategic objectives do they support?
- Eliminate “pet projects” that might be “fun” but don’t add strategic value, while consuming critical resources
- Frequently revisit the project’s strategic connection

**2. Project Prioritization:** Does the organization have the “agility” to undertake the most beneficial projects?

- Assess resource availability to confirm adequate staffing to execute all of the projects identified in the Operation Plan
- Be prepared to make project priority decisions and recognize that all projects WILL NOT or CANNOT be done

I have always wondered how this phenomenon of executives selecting more projects for execution than the organization has resources to support. I never got to participate

in these executive planning sessions but I have done some research to better understand the process. Here is what I have determined: The executives go offsite for this annual strategic planning ritual (usually in a location that has sand and surf). I can’t exactly define what goes on in those meetings, but one thing of which I am certain—there are “drugs” involved! Hallucinogenic drug use is the only explanation when answering the question; “why do executives continue to authorize more projects than their organization can possibly support”? Executives need to “wake up” and “smell the roses” before failed projects become the norm! They need to base their project selection decisions on realistic information that recognizes the seriousness of resource constraints.

**3. Benefits Management:** Are you able to map outcomes and verify support/achievement of the organizational vision?

- Cost reduction targets
- Improved product/increased sales
- Enhanced communications organization-wide

**4. Governance:** do the infrastructure and processes exist to assure compliance?

- Define and assign responsibility and accountability
- Create and document a performance measurement baseline
- Create and implement a comprehensive change control process with well-defined roles and responsibilities
- Provide an archive for all changes made as a “lessons learned” repository

**5. Portfolio insight:** Are we “forward focused”? Don’t dwell on the past!

- Use the PPM data to predict the future based on the past. I believe the axiom, “whatever happened in the past will continue to happen in the future unless someone does something about it!” With a PPM solution you can exercise the data, see into the future and decide which direction to go
- The ability to evaluate skill set capabilities and future development needs can be quickly assessed

Remember, it sounds simple when you say it fast. But the reality is that achieving a meaningful, cost-effective digital transformation implementation is a BIG job. It is an effort that will ultimately touch every part of the organization – and all of the people in it. Methods will change. Behaviors will change. Communications will change. Selecting the correct technology and capitalizing on the experience of a proven technology partner will significantly improve the chance of a successful transformation. Using a good PPM solution will convert chaos into clarity and productivity. Here are some of the steps Cora Systems advises you to take on your journey.







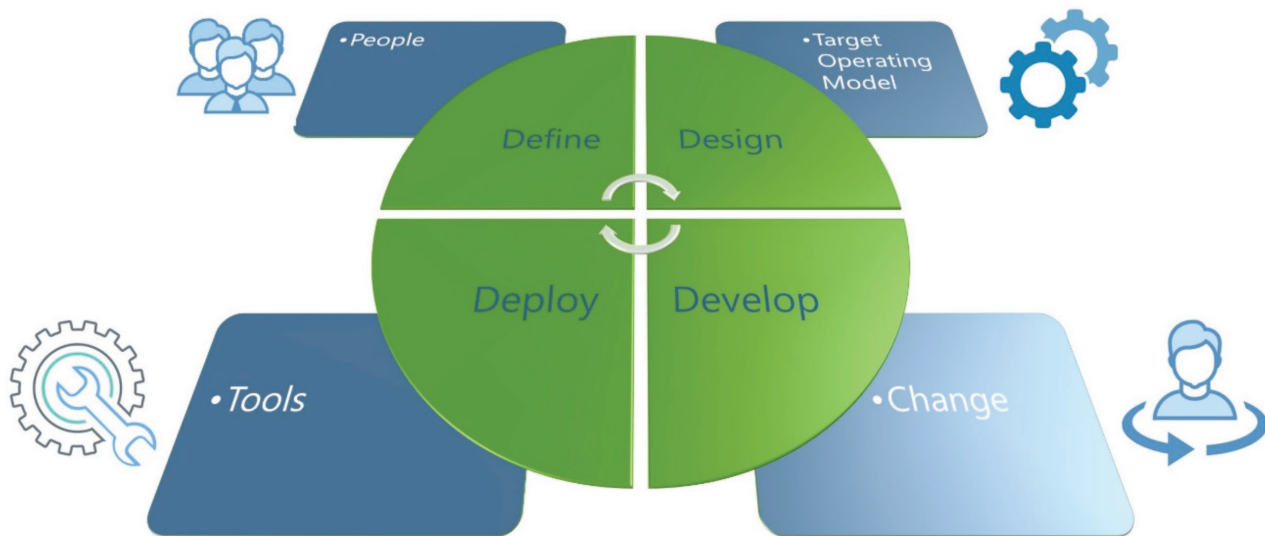


CHAPTER 4

# The Cora Systems Approach to the PPM Journey

## Understanding the PMO Ecosystem

Implementing a new PPM tool to suit your PMO requirements is never easy. There are a number of key factors to consider before diving in and paying particular attention to these will help ensure success.



### 1. People

Nowadays the people element is often overlooked, as the world moves to a technology focus with AI (artificial intelligence), machine learning and faster is better philosophy. As a result, human interaction and emotion is often left behind. It's critical when designing a new system, the personal perspective is taken into account as the starting point. Technology advances in project delivery have changed the implementation landscape. Agile has been the development buzz word for the last few years and user stories are a key component of this approach. User stories are created from a persona view. As a project manager I want a system that does X, Y and Z. Creating

user stories from this persona perspective ensures end-to-end flow is mapped out.

### 2. TOM (Target Operating Model)

Understanding your end-to-end process is critical to the success of a PPM implementation. A common occurrence is to recreate the "as is" process and not think about the future state. Understanding the main flow and pain-points before designing will help ensure success at the end. The current operating model (COM) represents how an organization is configured today, whereas the target operating model (TOM) shows a future state that the organization should be moving towards in order to achieve its strategy.



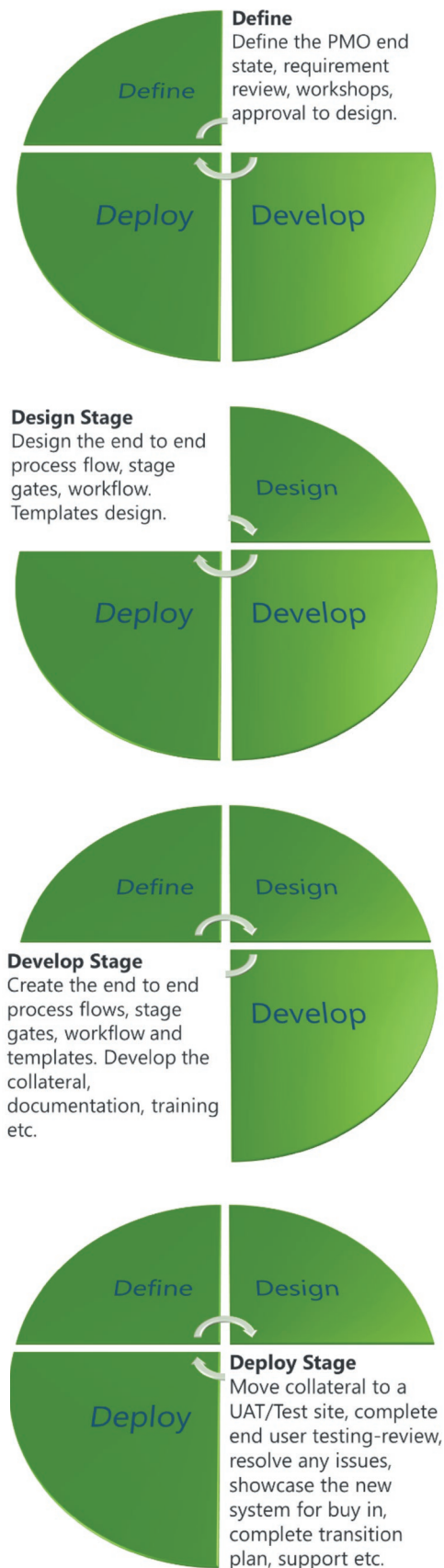
### 3. Tools

What are the critical tools/ systems that the PPM tool must communicate with? Organizations may be using an older financial system to load financial data and there is a plan to upgrade to a new system. This must be planned in advance as there could be compatibility issues with your PPM tool of choice. Deciding on the preferred tool set will help budgeting for licensing, infrastructure changes, etc. Multiple tools causes confusion and reducing the number reduces overhead and maintenance.

### 4. Change

The impact of change in implementing a new system-PPM tool is often overlooked, budget constraints and lower priority means it moves down the priority list. Early adopters of the system are instrumental in making it a success. Change champions must be assigned and regular communication is key. Change also encompasses training which is sometimes split out into a separate area. Having the end users ready from day one will help embed the system quicker and avoid the dreaded “I preferred the older process/system” complaints.

### 5. Stages Lifecycle



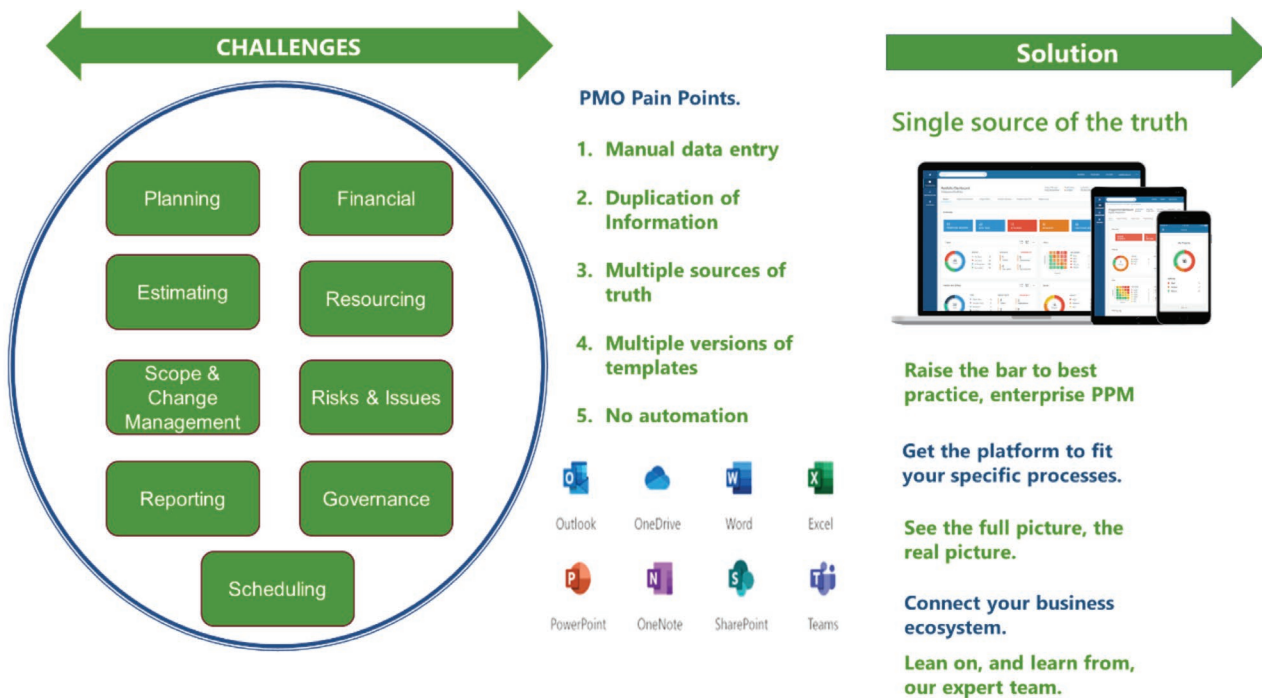
## Important Success Factors

- Honesty in analyzing PM weaknesses
- Complete stakeholder analysis
- Delivering quick wins early on
- Clear definition of PMO responsibilities
- Refraining from starting with too

many areas of responsibility

- Comprehensive communication of the PMO's mandate
- Relying on change management from the beginning
- Clear and strong backing from the management team

## Putting it all together and leveraging Cora PPM



When setting up a PMO, your main challenge will be to design it to suit your company. You have to consider the current overall conditions as well as your project management maturity level.

A generic framework can give guidance for establishing a PMO. But there will never be the “one PMO” or the “one right approach”.

The challenges that companies face can seem daunting to solve and the reason many PPM solutions fail is because it seems too hard, change is not welcomed, and/or there are too many areas to consider.

## The Pain Points

Manual data entry slows people down, can be subject to human error.

The same information or parts of it are located in numerous places, duplication of this information.

Finance have spreadsheets, project managers have spreadsheets etc, no single location-view across the business.

Each project manager has their preferred template, no single version, causes confusion for onboarding new Project managers, senior management are confused with different versions of the same information.

No automation, key person dependency, project managers cannot focus on what is important in their day to day activities.

## Leveraging Cora PPM

### Single Version of the Truth

- Key information is stored in one place
- Central location for all stakeholders to view this information, project managers, PMO, portfolio managers, etc.
- Removes need for the dreaded Excel spreadsheets, multiple documents
- See the real picture

## Helping Project Managers

- Plan and schedule their projects
- Divide projects into tasks
- Assign resources to tasks

## Helping Portfolio Managers

- Gain insight into the company's overall utilization
- Judge which new projects they can take on
- Identify potential for new developments

## Helping Resource Managers

- Which projects their resources are requested to work on
- At what time
- For how long

In summary, taking the leap of faith to redesign, create the PMO can seem overly challenging and the fall back to the old habits of spreadsheets, documents seems like a quick fix. In the long run, though, that is not the solution. Approaching the challenge with a structured approach will ensure success and highlight any pitfalls early on. Keeping a strong focus on the end result and the benefits it will bring should always be in the forefront of your people's mind.





## CHAPTER 5

# How Cora Systems Powers Enterprise PPM & Transformation



## Key Aspects of the Cora Solution

Cora Systems is a worldwide leader in providing enterprise PPM solutions to global organizations and government agencies, such as Honeywell, Allergan, PwC, City of London and the UK's National Health Service.

Cora is a proven foundation for the delivery of projects, digital transformation and strategic objectives. Fully digitizing program and project lifecycles, providing total transparency, empowering decision-making, and streamlining governance and reporting. Every day, across more than 50 countries, over \$20 billion worth of projects are managed on the Cora platform.

## Powering Enterprise PPM & Transformation

Cora PPM contains a comprehensive suite of functionality that provides the strategic capabilities to optimize capacity, analyze scenarios, track benefits, inform all stakeholders and integrate across the enterprise. The platform acts as the bedrock for delivering major transformation programs.



### Complete Enterprise Project & Program Management

Cora PPM provides the control, governance and insight required to identify, prioritize and authorize extensive enterprise portfolios that align to strategy and deliver ROI.



### Digitize & Streamline Business Processes

Cora PPM digitizes all your portfolio, program and project processes, surfacing information when, where and how it's needed. Transform the way you manage your program lifecycle, providing the transparency, intelligence and decision-making capability to drive change across your enterprise.

"With Cora, we're able to sit around the table at senior management level and understand where we are much better than previously."

**Paul Moody**

Director of Global Engineering Projects,  
Allergan Pharmaceuticals



"We are happily using Cora to manage the portfolio of projects that makes up our £1.7bn Superfast Program, and our £294m Local Full Fibre Networks Program. It works well at a low level for project planning, risk and issues, change logs, benefits tracking, weekly reports, etc. Then the PMO can roll up and summarize that low-level data into a full program/portfolio view."

**Justin Leese**

Program Director, Local Full Fibre Networks,  
Department for Digital, Culture, Media & Sport (UK)



Department for  
Digital, Culture,  
Media & Sport



## Integrate, Centralize & Consolidate

Cora PPM acts as a single point of entry for all project data and facilitates easy integration with any enterprise technology architecture. Providing you with an immediate, consolidated view of all your project portfolios and deliverables. Complete visibility and insight are acquired through instant information “roll-up”, linking top-down goals with bottom-up contributions of each and every initiative.



## Swift Enterprise Deployments

Accelerate time to market and improve return on investment by leveraging best-practice implementation supported by our team of experts.



## Mapped to Your Processes

Cora PPM is configured to each client’s specific business processes, and we are methodology agnostic – we’ll tailor the platform and the templates to fit your chosen project methodology be it Agile, PMBOK, PRINCE2 or other.

“It’s great to have that cascade of information to highlight issues and risks for the right people who can then intervene. The functionality to do that in a more controlled environment, to take it through the different authorization layers, we see as really valuable.”

**Patrick Beattie**  
Director, PwC



“Cora really allows us to drill down into information so we can give our senior management the key decision-making information to make informed decisions on all our schemes.”

**Ian Thrupp**  
Head of Planning and Project Controls, WSP



“Cora as a platform gives us that single source of truth to what’s going on in the organization and also gives us the ability to prioritize what’s really important to us. Being able to put that information in front of our board and our executive team to say, ‘Here is all of the change that’s going on. What’s the most important to you?’ and then actually allocate the resources and funding for those projects to help move us into that strategic position is invaluable.”

**Sarah Malin**  
Head of Program Management, CityFibre



# The Value

Digitize your programs and lifecycles, gain greater insights, more informed decision-making, and streamline your governance and reporting.

## 🎯 Strategic Insights

Roll out failsafe, strategically-aligned projects that utilize resources and deliver maximum value.

## 🎯 See The Full Picture

Quickly view data dashboards that visualize the health of your portfolio and drill-down to focus in on any issues.

## 🎯 Support Governance

Ensure the right people have the right oversight with multi-level access protocols.

## 🎯 Easily Scale

Small to large, local to global, all in the cloud.

## 🎯 Complete Control

Manage scope, financials, progress and quality of project delivery in one centralized system.

## 🎯 Seamless Collaboration

No matter the team – internal or contractor, desk-based or mobile – integrations make workflows seamless.



# \$20 BILLION

Worth of projects managed on Cora PPM.



# 400,000+

Projects live on Cora at any one time.



# 50+

Countries where Cora is in use.



# 1

Platform & version of the truth.





# Author Bio

Lee R. Lambert is the CEO of Lambert Consulting in the U.S. His experience in providing consulting support to organizations from 23 countries has included implementation of four enterprise project management methodologies.

This extensive experience has given him a unique view of what “information” is needed to effectively manage organizations and the projects they embrace in order to achieve competitive advantage. His awareness and insight regarding the creation, availability, and use of timely and comprehensive decision support information gives him a rare perspective on the importance of digital transformation in today’s business environment. He has gained this insight through his work with IBM, Motorola, Sprint, Roche, General Electric and OhioHealth. Additionally, he is regarded as one of the world’s thought leaders in project management training, having trained over 50,000 professionals on effective management techniques.

His undergraduate work was in Engineering Design at Utah Valley University. He holds a Master’s in Project Management from George Washington University.

Fionán King is an accomplished senior IT professional with 20+ years of industry experience in leading large application and transformation programs in multinational environments; across the financial, government and Insurance sectors throughout North America, Australia, Canada, Italy, Ireland and New Zealand.

Extensive experience in project leadership, risk management, stakeholder management, managing external suppliers and service delivery management, with a strong focus on engaging with the business to deliver operational improvements. Experience includes building and leading large multinational IT teams to drive business change and process re-engineering, and leading application support and development projects.

Proven track record of vendor management and customer engagement to ensure the delivery of high-quality projects, focusing on engaging staff and understanding business requirements, change management, and a strategic approach to deliver successful outcomes that improve key business capabilities.



An aerial photograph of a dark asphalt road with yellow lane markings, winding through a dense, lush green forest. The road curves from the bottom left towards the top right. The trees are tall and coniferous, creating a thick canopy. The lighting is soft, suggesting a slightly overcast day or early morning/late afternoon.

# Contact Us

**E:** [info@corasystems.com](mailto:info@corasystems.com) | **W:** [www.corasystems.com](http://www.corasystems.com) | **T:** +353 7196 22078