



Oldcastle

Large-scale Finance Transformation program to standardize and automate processes fell behind schedule due to pushback and lack of stakeholder buy-in. CFO and Program Leadership Team needed to get it back on track.

Created Stakeholder
ACCOUNTABILITY

\$3 million
program
recovered

Use Cases

POPIn for
Improvement

“Are you getting what you need to move the project forward this month?”

“POPin created stakeholder accountability to the project and Workstream accountability to the stakeholders.”

Background

The Oldcastle Material Finance organization was going through a large-scale transformation to standardize and automate processes. The program was falling behind schedule due to significant pushback and a lack of the stakeholder buy-in necessary for the initiative to be successful.

Solution

The Program Leadership Team (PLT), including the CFO and project workstream leads, initiated a monthly project success POPin asking the ~400 project team members, stakeholders and leaders if they were getting what they needed to move the project forward. Participants were encouraged to share the issues they were experiencing to give leadership the information necessary to remove roadblocks and improve the chance of the project succeeding.

The monthly question to take a “Pulse” of the project led to numerous more specific POPin queries that allowed the individual workstreams to drill into themes of issues. POPin allowed the team to get to the root causes, and therefore solve the communicated issues.

Several key issues and obstacles were surfaced over time that the PLT was immediately able to address.

- Lack of VP support – By requiring regional VPs to drive their team’s participation in the monthly POPin, the VPs were giving visible support to the transformation and the issue never resurfaced.

- Poor communication – New communication mechanisms were introduced including an on-site all-hands meeting and monthly workstream updates, and all questions submitted via POPin were answered and distributed to the team.
- Limited IT support – Engaged CEO to emphasize the project as a strategic priority, empowered IT leadership to refocus staff on the project delivery, and adjusted the IT budget to bring in more resources to increase support.

Result

The insights gained from the regional teams enabled the PLT to drive meaningful changes to the program delivery while creating a two-way dialogue that facilitated program adoption. In the words of the program lead, POPin “created stakeholder accountability to the project and Workstream accountability to the stakeholders.” By focusing on the most pressing issues of the month versus the squaky wheel, the PLT was able to get the \$3M program back on track.

