



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** through dialogue

**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.”

-Lyn Yost, Director of Business Integration and Process Improvement, CRH Americas

## Background

The CRH Finance organization was in the midst of a large-scale transformation to standardize and automate processes when they faced a few roadblocks. The program fell behind schedule due to significant pushback and a lack of stakeholder buy-in necessary for the initiative to be successful.

## Solution

The Program Leadership Team (PLT), which included 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 their experiences in order to help leadership remove roadblocks and improve the chance of project success.

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 as POPin was leveraged. The PLT was able to immediately address:

- Lack of VP support – By requiring regional VPs to drive team participation during monthly POPins, the VPs were giving visible support to the transformation. Their clear support helped build trust in the initiative and drive buy-in of the solution.

- 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. This level of transparency created more trust and established a cadence for ensuring clarity around what was being delivered.
- 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. These actions increased trust that leadership truly supported the program, and helped drive additional support and buy-in for the transformation.

## 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 squeaky wheel, the PLT was able to get the \$3M program back on track.