

What do stakeholders value about project QA?

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Background

Gamekeeper – poacher – prey

- Postbank conversion at ANZ
- Oracle SOTD / CPG assurance at NZDB
- Pivotal CRM implementation at Fonterra
- Various engagements at Deloitte
- Novopay at Ministry of Education

Who are your stakeholders?

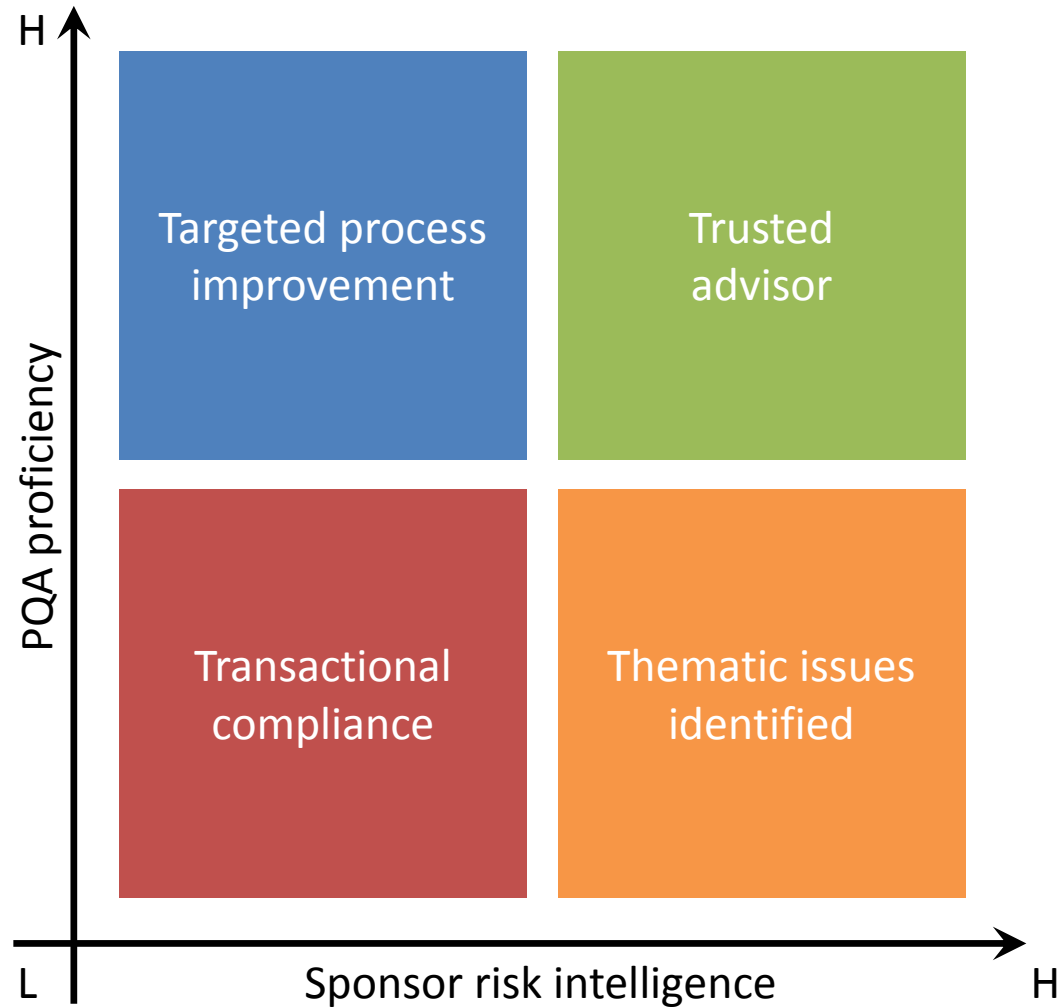
- Project manager
- Business owner
- Executive sponsor
- Chief executive
- Board / Minister
- Shareholders / Government
- Nation and beyond

What do they want?

Caveat emptor

- Compliance
- Professional / helpful advice
- Honest insight
- Robust challenge
- Unqualified assurance

Engagement quadrant



They want the project to be successful

Some common barriers

- Success criteria
- Capability / capacity
- Ownership / agency
- Self-interest and pollyanna-ism

How do you enable PQA success?

Some principles

- Independence
- Risk-based coverage
- Objective insight
- Courage

Independence

Degrees of freedom

- Buyer / payer
- Object / subject
- Line of accountability
- Advice or assurance
- Ownership of report

Risk-based coverage

What could possibly go wrong?

- Nature and relevance of risks
- Assurance plan or jigsaw
- Context / project / product / change

Risk-based coverage

Project Risk

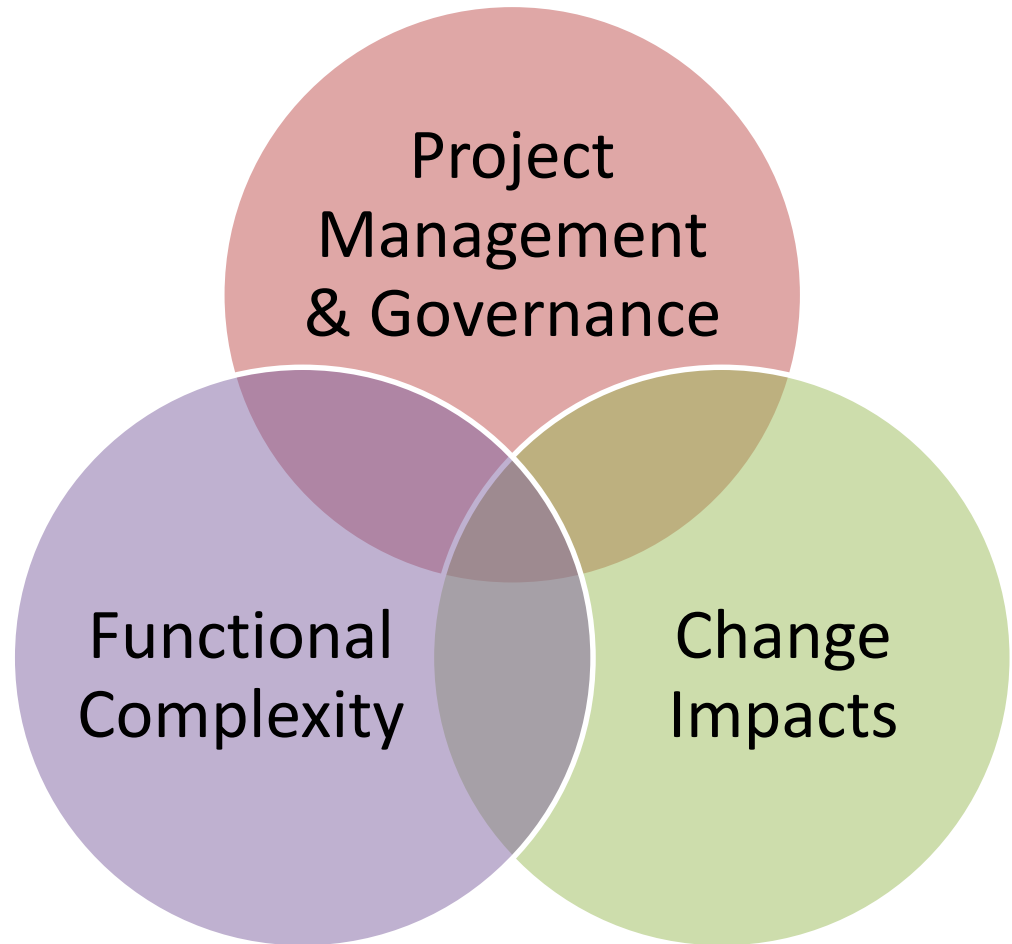
- Multiplicity of teams
- Technical specialisation
- Cost

Functional Risk

- Technology enablement
- Multivariate processes
- External provision

Change Risk

- Population size
- Personal consequence



Objective insight

Why and how

- Identify problems *and* solutions
- Don't sweat the small stuff
- Inclusive collaboration, not client capture
- Prioritise and explain simply
- Commit to action

Courage

Speak truth to power



Courage

Actually they can ... mostly

- It's not a consensus
- Your gut is right 95% of the time
- Evidence is fleeting
- Timing is everything
- Succinct messaging matters

Final thoughts

Maximising PQA value

- Focus on your client's success
- Engage with widely on pertinent risks
- Defend your independence
- Balance your perspectives
- Make your work count