

Managing software implementation

Establish the foundations before kickoff, then track delivery using evidence rather than status assurances.

Done

Set up the project

- ☐ Appoint a project lead and define decision rights and escalation routes.
- ☐ Agree scope, acceptance criteria and client obligations.
- ☐ Build the schedule around effort, dependencies and available capacity.
- ☐ Reserve internal project time and reduce competing operational duties.

Control delivery

- ☐ Assign owners for data migration and every interface.
- ☐ Regularly review open issues, decisions and dependencies.
- ☐ Approve changes only after assessing costs, benefits and schedule impact.
- ☐ Have your own users test real workflows and exceptions.

Prepare for operations

- ☐ Train users in a practice environment before launch.
- ☐ Record test results and defects with owners and deadlines.
- ☐ Agree support, contingency arrangements and first-week coverage.
- ☐ Approve launch against readiness criteria, not the calendar alone.

DECISION NOTE

Clear ownership, available capacity and client-side testing are essential to a well-founded launch decision.

Open issues / next steps

Date / owner: