

Commonwealth of Virginia Network Transformation

Northrop Grumman

VALUE / SCOPE 2,100+ sites, \$850K incremental revenue

SITUATION

I took over the Commonwealth of Virginia's statewide network MPLS transformation after 12 months, with only 15% of the 2,100-site project completed. The project was significantly behind schedule due to client resistance, poor communication, and resource scheduling challenges. The contract was firm-fixed-price with milestone payouts, so any increase in contractor costs would erode overall margin, making efficiency critical.

TASK

Bring the project back on schedule, secure milestone payments, manage evolving site scope, and optimize processes to control costs and maintain profitability.

Actions: - Established change authority and client notifications: Defined who could authorize cancellations and ensured local offices were fully aware of transition times and impacts to reduce resistance. - Created a war room for real-time coordination: Brought together engineers, Verizon, program managers, and client engagement teams in one communication hub, which improved decision-making speed, reduced miscommunications, and allowed rapid problem resolution. - Developed repeatable processes: Standardized transition procedures, notifications, and tracking of site moves/adds/deletions to streamline execution, reduce errors, and lower labor hours. - Optimized resource allocation: Adjusted contractor and engineering schedules based on these new processes, ensuring efficient use of labor to protect margins on this firm-fixed-price project. - Scope and milestone management: Reconciled milestone payouts with the original 2,100-site scope, negotiated additional payouts for new sites, and implemented tracking to prevent revenue erosion.

Results: - Achieved all milestone payouts despite initial disputes, escalating to the CIO when necessary. - Completed the original 2,100 sites on schedule by month 36. - Completed an additional 150 sites beyond the original scope, generating \$850,000 in incremental revenue. - War room and repeatable processes improved efficiency, reduced total labor hours, and protected project margins, demonstrating strong P&L management on a firm-fixed-price contract. - Established scalable frameworks for future network transformations, providing both operational efficiency and cost control.

Leadership Principles Highlighted: - Customer Obsession: Focused on client needs and minimized service disruptions. - Ownership: Took full accountability for schedule, scope, and revenue. - Invent and Simplify: War room and repeatable processes streamlined coordination and transitions. - Deliver Results: Project back on track, milestones achieved, additional revenue captured. - Dive Deep: Analyzed delays, resource issues, and scope changes to drive decisions. - Bias for

ACTION

Implemented proactive processes to address communication and scheduling challenges. - Earn Trust: Built confidence with client, engineers, and leadership through transparency and escalation when necessary. - Think Big: Scalable processes established for future projects. - Insist on the Highest Standards: Maintained quality and accuracy in milestone tracking and site transitions. - Frugality: Improved efficiency and resource allocation reduced overall labor hours and contractor costs, protecting profit margins on a firm-fixed-price contract.

RESULT

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