

**REMOTE TEAMS:**

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# **9 Best Practices**

**FOR RUNNING A PROJECT  
MANAGEMENT SOFTWARE PILOT**



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# Introduction

Since 2004, the Birdview PSA team has helped thousands of companies select and successfully implement project management software in their organizations.

In an effort to continue to help organizations with choosing a project management platform, we interviewed pilot participants to determine and analyze which factors led to long-term success.

Our definition of success is **the complete adoption of the selected project management platform, its continuous use past the original term and the achievement of measurable improvements on Key Performance Indicators (KPIs).**

With our research, we've created this whitepaper highlighting **9 best practices for running a project management software pilot for remote teams.**

Practice #1:  
**Choose your Metrics  
and KPI's**



# Practice #1: Choose your Metrics and KPI's

As the famous quote attributed to Peter Drucker says:



*"If you can't measure it, you can't improve it."*

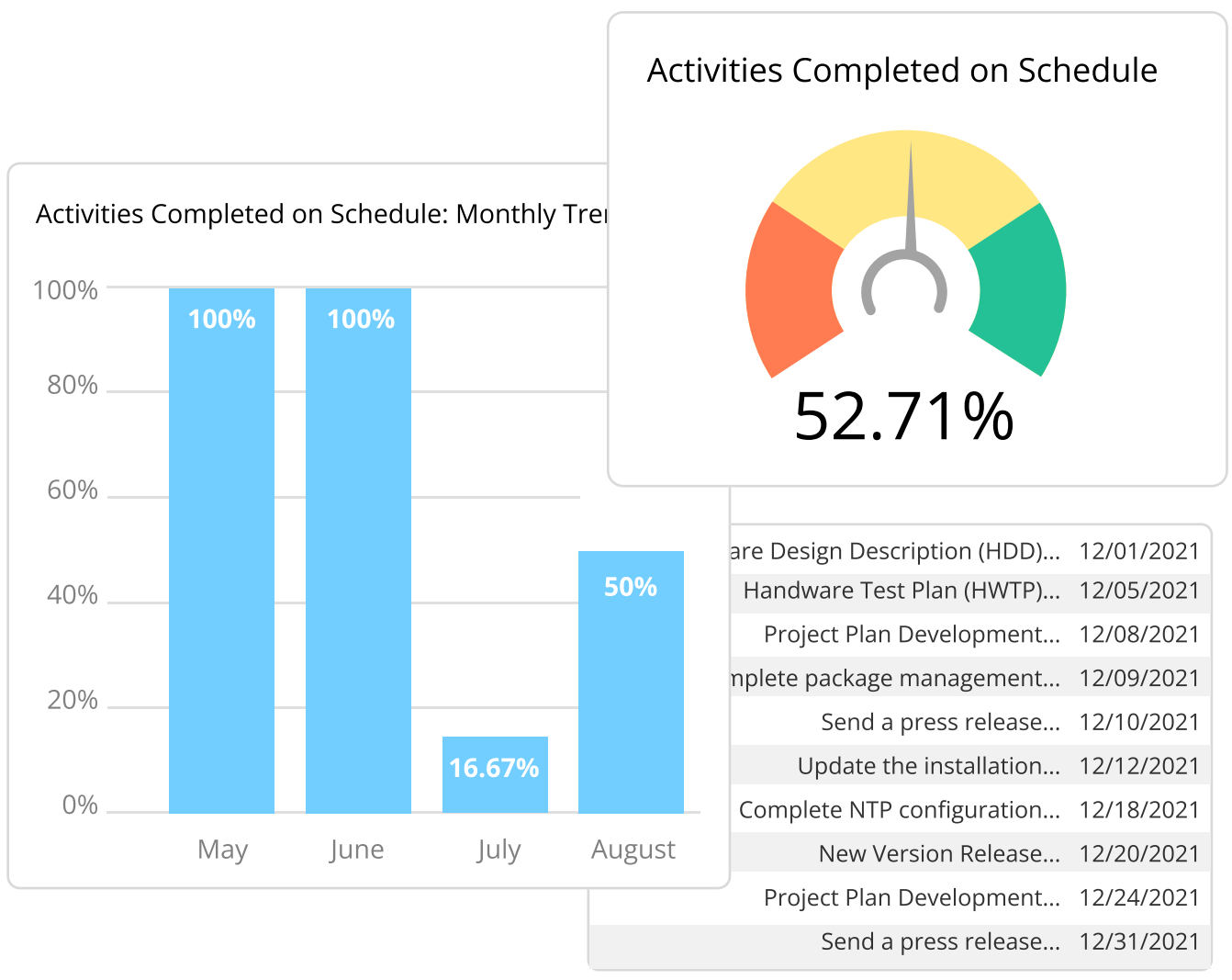
It might sound like common sense, but in reality, it's not easy to follow. It's very tempting to say: "Well, we need to implement a project management platform because we want to be more effective". That's nice. But, in six months, how will you know if you've become more effective?

**You need to decide on a few metrics or KPIs that you can measure before new project management software is implemented.** Then, you will be able to compare the results at regularly scheduled health checkpoints after you go-live. We recommend checkpoints to be conducted every 4-6 months.

While each company has its own unique processes and workflows, **keep in mind that your team may now be working remotely and to choose metrics that will help you measure productivity.**

Here are some sample KPIs and metrics that you can use as a guide:

- 1. Increase percentage of projects that complete on time;
- 2. Decrease employee stress level;
- 3. Decrease time-to-production.



Practice #2:  
**Pick Key Workflows  
to Test**

# Practice #2:

## Pick Key Workflows to Test

Due to the time-limited nature of your trial, you won't be able to test out how the project management platform handles every single permutation of your business processes. That's why it's important to decide what the key workflows are and how they will operate to support the KPIs and metrics mentioned previously.

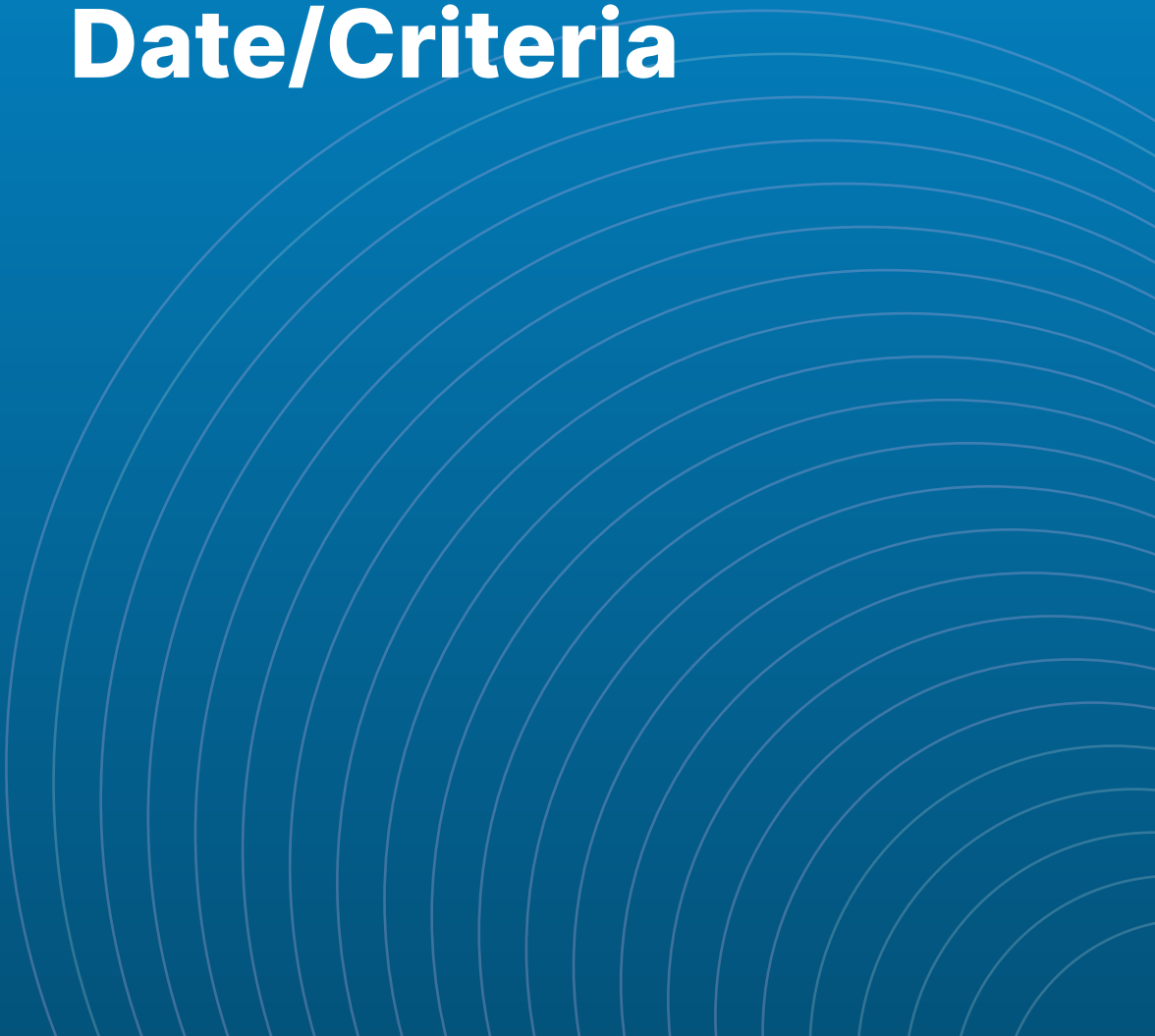
We recommend choosing **1-3 meaningful workflows or business processes for your pilot and prioritize the ones that'll enhance productivity while working remotely.**

Another consideration while choosing the workflows is their data entry intensity. In most cases, organizations don't have the luxury of taking the pilot team off of their regular responsibilities and tasks.

So the effort required to replicate the chosen workflows in the new system should be reasonable enough.



Practice #3:  
**Confirm Pilot Success**  
**Date/Criteria**



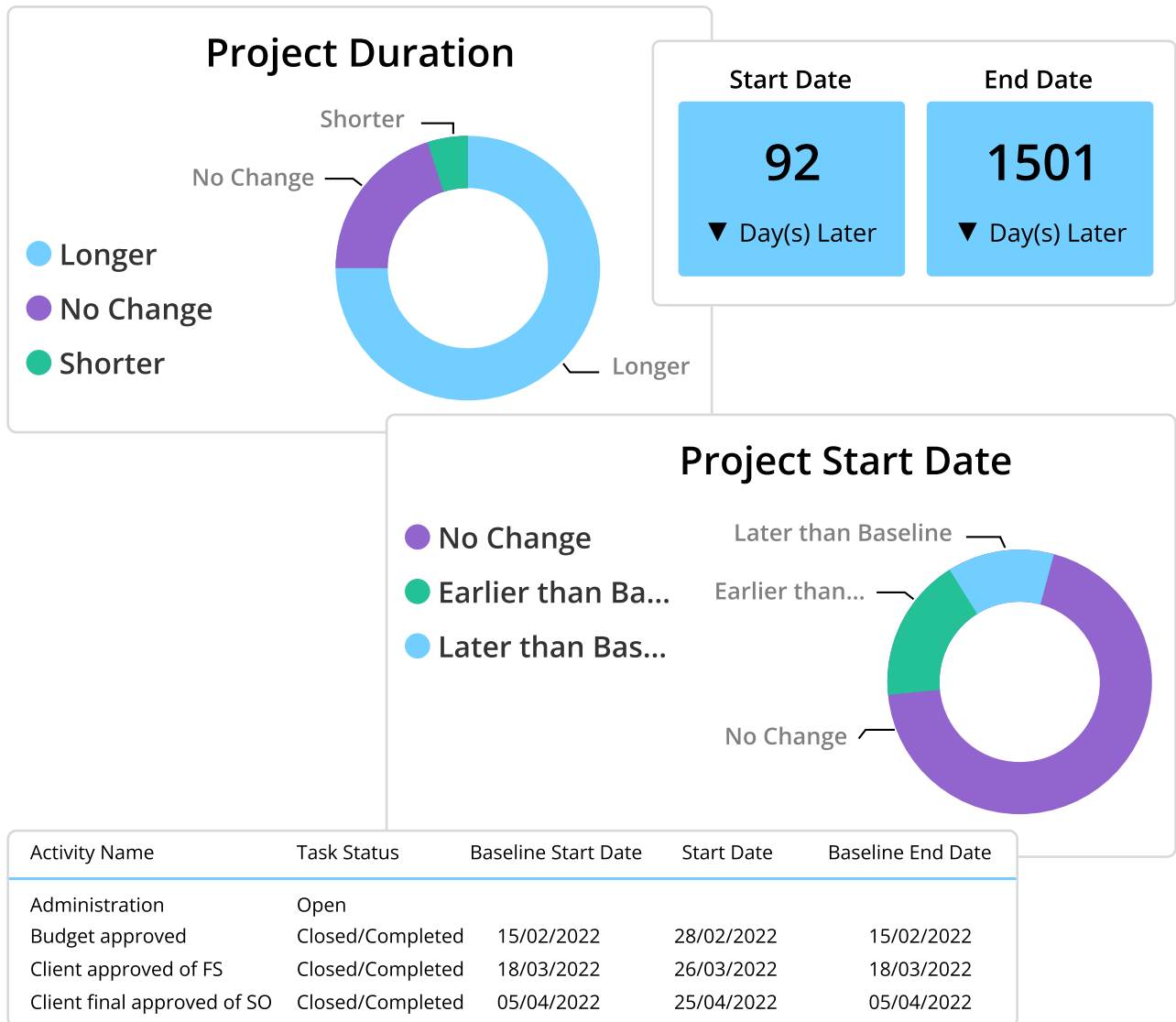
# Practice #3: Confirm Pilot Success Date/ Criteria

Once you decide on the workflows that you'll be testing, pick your Pilot success criteria. These goals most likely will be different from the use-scale implementation metrics due to the time limits of your trial period. We recommend choosing no more than three key criteria.

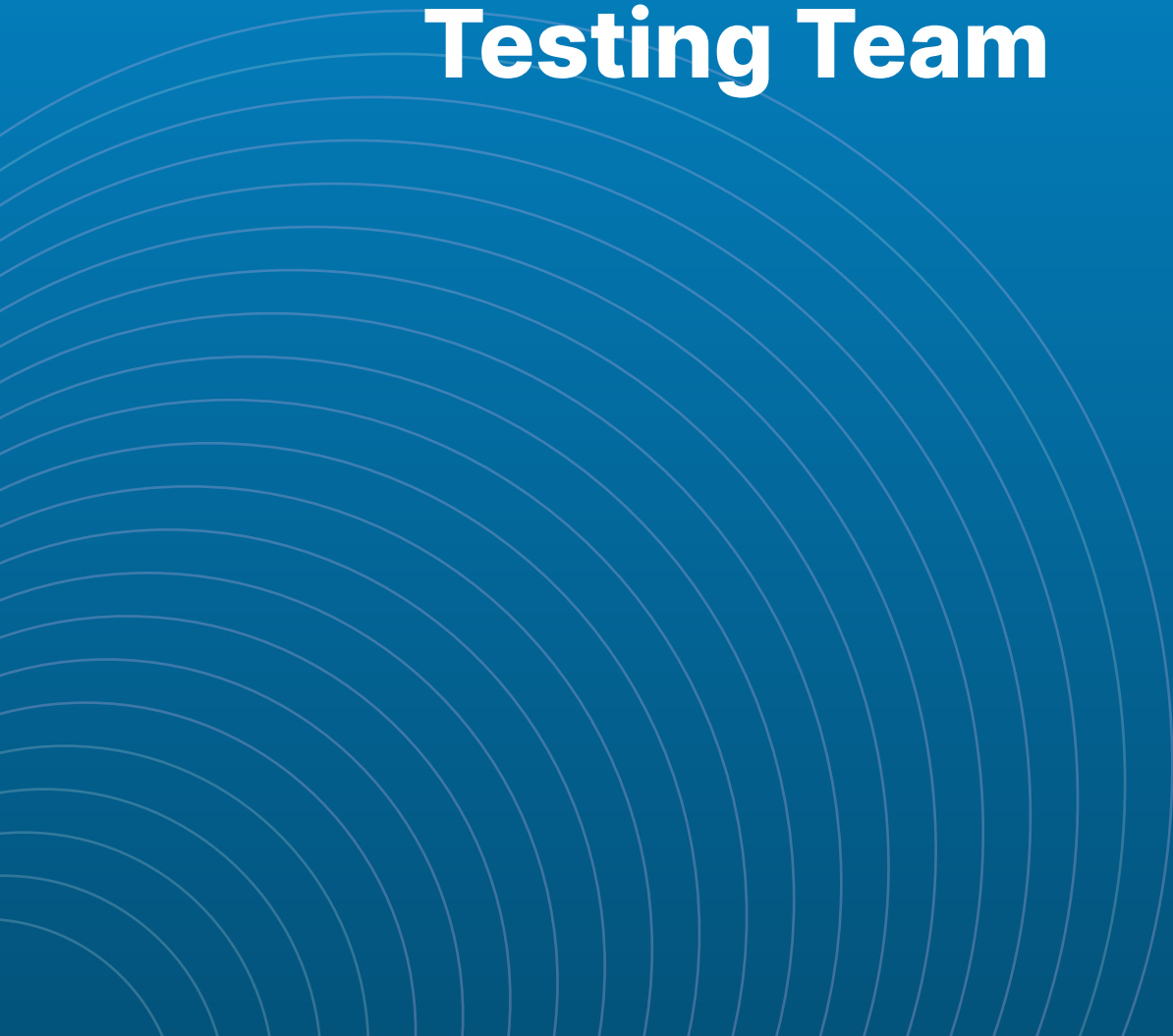
Similar to the Implementation success metrics, pilot success criteria should be easily measurable and well-defined. Here are some examples of the Pilot Success goals:

- Decrease in time required to produce weekly project reports;
- Ability to see real-time project statuses across multiple departments, teams, portfolios or LOBs;
- Decrease in time required to forecast resource availability for upcoming projects.

It is crucial to ground the evaluation process against an objective set of criteria. In its absence, there is high risk of ending up with stakeholders feedback like “all tools are nice, but i really liked that button...”



Practice #4:  
**Choose Pilot  
Testing Team**



# Practice #4:

## Choose Pilot Testing Team

Now that you know your trial workflows and success objectives, the next step is to pick your pilot team. The team cannot be too small. Otherwise, you'll risk getting a one-sided evaluation not reflecting the interest of all key stakeholders. The team cannot be too big because it will cause too much communication and coordination overhead.

**Within an enterprise environment, we have witnessed successful trial teams ranging from 5 - 15 people.**

What's the right size of the trial team? Unfortunately, there is no one-size-fits-all solution. However, there are some guidelines that might help you:

- Choose members from multiple departments to see how the evaluated platform handles cross-team collaboration;
- Involve team members from various functions;
- Invite stakeholders representing 3 clear audiences:
  - Project, Functional or Resource Managers (typically in charge of the process and/or resource allocations);
  - Contributors (task-oriented users);
  - Executives.

It is important to discuss and set expectations for each group. What is important to them, what functionality, experience or results they are looking for.

For example, if your executives expect to see a financial dashboard and nobody included this requirement into your pilot's scope, there is a high risk of the pilot ending with no decision.

Additionally, take into consideration the remote nature of your pilot team and record meetings to accommodate different time zones. Recordings can be sent to the pilot team to ensure everyone is knowledgeable about the progress of the pilot.

Practice #5:  
**Decide the length  
of the Pilot**

# Practice #5:

## Decide the length of the Pilot

Again, striking the right balance of the trial duration is essential. If the trial is too short, everyone will feel rushed and you won't have any conclusive results. If it's too long, there is the risk of your team not making it a priority.

Our recommended time allocation for the pilot is 1-2 hours per week per participant, including 30 minutes with the vendor per week.

While trials in small businesses can be conducted after 10-14 days, **we recommend an optimal trial period for the evaluation to be in the range of 2-3 weeks.**



Practice #6:  
**Shortlist Evaluated  
Solutions**



# Practice #6:

## Shortlist Evaluated Solutions

Project Management is a highly saturated market. There are well over 500 products that position themselves as project, task or collaboration software. We often encounter customers who started their search from a list of 20 tools.

With the team and time investments that we discussed in Steps 4 & 5, you want to be as prudent as possible when deciding which platforms to pilot. **We recommend shortening your list to the top 3, or ideally, 2 solutions.**

**Here is a quick checklist that will help you choose the right candidates:**

- Meeting at least 80-90% of your functional requirements;
- Ability to continue to meet your requirements as you grow and/or evolve your processes (plan for 2-3 years ahead);
- Ability to meet your data security requirements; Ability to meet your data residency requirements;
- Responsiveness of the vendor on both product and technical sides; Clearly defined vendor's methodology for delivering successful implementations and platform adoption;
- Proof of successful roll-outs within the same industry / functional area;
- Ability to accommodate non-standard integration or customization requirements;
- Cost-benefit analysis: conduct an initial conservative return on investment (ROI) calculation based on efficiency, risk mitigation or cost avoidance.

Practice #7:  
**Train your Pilot Team**



# Practice #7:

## Train your Pilot Team

All right! You shortlisted your top platforms, now it's time to get your team trained. It's crucial that you don't leave the outcome of the evaluation to chance. You don't want a situation when someone makes a decision based on incomplete information.

This step requires some additional work from your preselected vendors. **Our recommendation is to have 2-3 training sessions based on the functional requirements of various user groups.**

It's a good idea to incorporate a Trial Kickoff session into your training plan. It's one of the most important steps to aligning the entire team around pilot objectives.

Also, do schedule both internal and vendor feedback checkpoints. **A few open forums and Q&A sessions with the vendor can save your team hours of valuable evaluation time.**

Seeing which vendor is willing to go the extra mile to deliver personalized support, like providing training remotely, during your pilot will give you another evaluation point of reference.

Practice #8:  
**Develop Evaluation  
Matrix**

# Practice #8:

## Develop Evaluation Matrix

Whether the final decision is going to be made by PMO, management team or based on the entire pilot team consensus, it has to be as objective as possible.

In addition to the outcome of the Pilot Success criteria, which we discussed at Step 3, we also recommend creating a shared Evaluation Matrix.

This matrix will allow each decision maker or member of the pilot team score tested platforms based on a number of functional, aesthetic, and organizational points.

Each evaluation item is can be assigned score (e.g. 1 to 10) and weight (1 to 10). Weight determines relative importance of each criteria.

Practice #9:  
**Engage Your  
Stakeholders Early**

# Practice #9:

## Engage Your Stakeholders Early

As your pilot progresses hopefully you will see some early evidence of how the project management platform will help your organization achieve the desired improvement on your KPIs. Now, it's time to bring other stakeholders into the process to make sure you have a smooth transition from the pilot into the full-scale deployment:

### Executive Management Team

**We recommend that you set up an Executive Alignment call/meeting involving your shortlisted vendors and your executive sponsors as early as possible.** The goal of this call is to ensure an alignment on vision, a better understanding of joint success criteria and a strong executive backing for the pilot team. Also, during your initial meeting with the Executive team, discuss the reports and dashboards they expect to see by the end of the pilot.

### IT Department

**If your internal IT is not a part of the Pilot project, engage them ASAP.** There are a lot of things they'll need to sign off on: security, authentication, deployment method, integration with other systems.

### Finances

**Things to present: total cost of ownership (TCO) for 2-5 years, KPIs and metrics from Step 1 and projected ROI.**

We hope that these nine steps of running Enterprise Pilot will help your evaluation team choose the most optimal project management platform for your organization and will make its implementation a huge success!



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