



Hello again,

I caught up with the team running the other investigation and spent a long while going over a lot of the elements of the program so I'll just give the high level detail.

Long story short I felt the primary driver for project failings was due to poor executive leadership (Upper Program leadership and EPS). This resulted in a toxic workplace that had *extremely* high turnover, low morale, and excessive burnout. This had a knock-on effect into poor performance, inordinate amounts of time spent on recruitment and training, and a far greater focus on people keeping their jobs over delivering a good product out of fear.

The program started with well-meaning staff who had a wealth of knowledge, but over time a lot of these people were let go when they raised a concern that didn't align with the program's direction (with as little as a days notice). Replacement resources typically didn't have as much knowledge, and required extensive onboarding, impacting delivery times or product quality. I think my team had worked with seven different Project Managers in the 36 months I was there.

Feel free to ask any questions!

