Energy Point Consulting

CLARITY
OUT OF CHAOS

WHY YOUR TECH INITIATIVE IS FAILING BEFORE IT STARTS

Most technology initiatives don't fail because of the software. They fail because of everything around it and usually long before the first workflow goes live.

Let's start with a hard truth: most technology initiatives don’t fail because of software. They fail because of everything around it. This applies equally to ERP implementations, AI rollouts, and data platform deployments across all sectors. The failure patterns are identical.

If you've lived through a technology initiative that ran over budget, missed its timeline, or went live only to have users quietly retreat to old habits and gut instinct, you're not alone. These failure modes show up across companies of every size, in every industry. And the frustrating part is that they're almost always predictable and preventable.

The patterns we see over and over: data issues don't get fixed during implementation; they get exposed by it. Go-lives get delayed, or they happen on time but deliver far less value than expected. Teams fall back on workarounds and shadow systems within weeks of launch. Budgets are exhausted on what amounts to shelfware, leaving the initiatives that didn't make the cut with nothing to show either.

These aren’t outliers. McKinsey research has found that roughly 70% of organizational transformations fail to achieve their objectives and the root causes are almost never technical (Garcia, 2021). Underpinning all of it is one consistent driver: the foundational work was skipped.

70% of ERP implementations fail to meet objectives (Gartner, 2024)

7× more likely to meet project objectives with excellent change management (Herrera, 2024)

13% of organizations with poor change management meet their project objectives (Anderson, 2025)

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IT'S NOT A TECHNOLOGY PROBLEM

The initiatives being implemented today: Salesforce, Workday, AI, and others, are capable technologies. When they underperform, the culprit is almost always upstream. Initiatives fail because of four consistent reasons:

MISALIGNED VISION Leadership agrees on the destination, but different teams have different maps for getting there.	**NO CLEAR WHY** Teams don't understand the purpose of the project, so they optimize for different things.	**DEFERRED PROBLEMS COMPOUND** Data and process gaps get treated as someone else's problem until they become the project's crisis.	**TRAINING IS NOT ADOPTION** Change is treated as an afterthought, a session before go-live is not change management.

When those foundations are shaky, everything downstream gets harder. Scope expands. Timelines stretch. Costs climb. And by the time the problems are visible, they're expensive to fix.

THE REAL COST OF SKIPPING FOUNDATION

Consider this real-life project that lasted more than three years. There were multiple scope changes, repeated budget increases, and delayed timelines; and the core issue had nothing to do with execution quality. When we stepped back, the root cause was clear: the foundational work had been skipped.

- No clear impact assessment before the project began.
- Resource alignment hadn't been established; the right people weren't available at the right times.
- Ownership of key decisions was undefined, which meant decisions got revisited repeatedly.

The work didn't go away. It just came back later as rework and it cost far more the second time. PMI estimates that organizations lose an average of 12% of their total project investment to poor performance and rework (Project Management Institute, 2023). On a $1M implementation, that's $120,000 gone before you ever realize the value you set out to capture.

WHAT DRIVES SUCCESS

Successful implementations share a common characteristic: alignment across four dimensions. Data, Process, Technology, and People. At the center of all of them are people. Organizations tend to over-invest in technology and, to a lesser extent, data, while underinvesting in process alignment and the people side. The result is a system that technically works, with data that's technically there, but a business that doesn't operate any differently.

Prosci's research makes the stakes concrete: only 13% of organizations with poor change management meet or exceed their project objectives (Anderson, 2025). Flip the equation: organizations with excellent change management are 7 times more likely to achieve their intended outcomes (Herrera, 2024). That's not a marginal improvement; it's a fundamentally different probability of success.

GIVE YOUR INITIATIVES A VOICE

We developed the VOICE framework: Vision, Objective, Implementation, Change & Adoption, and Endurance as a practical playbook for getting implementations right the first time. Not as theory, but as a structured sequence of work that addresses the failure patterns before they become problems. The proof is in the results. On a recent project where the team committed to the full VOICE approach, including deliberately delaying the start date until alignment was achieved and resources were ready, the outcome looked like this:

MEASURED RESULTS

COMPLETED	FINISHED	ACHIEVED	DELIVERED
1 mo	**$10K**	**80%**	**$210K**
ahead of schedule	under budget	adoption rate at go-live	in annual savings

The deliberate slow-down at the start made everything faster downstream.

THE BOTTOM LINE

Most organizations don't have a technology problem. They have an alignment problem. The platforms, tools, and systems available today are more than capable of transforming how companies operate, but only if the organization is ready to use them, trust them, and sustain them.

The companies that will pull ahead in the next decade won't necessarily be the ones with the most sophisticated technology. They'll be the ones that build the human and organizational infrastructure to actually operationalize what that technology produces. The question isn't whether the tools work. The question is whether your organization is ready to use them.

THREE QUESTIONS WORTH ASKING RIGHT NOW

If you're evaluating a technology initiative or if you're mid-stream in one that's starting to feel sideways, these three questions are worth a hard, honest look:

- Does your leadership team have a shared, written definition of what success looks like, not just go-live, but business outcomes?
- Can every stakeholder group articulate the 'why' behind this project in a way that aligns with what others are saying?
- Is change management baked into your project plan from day one, or is it scheduled as a pre-launch activity?

If the answers give you pause, the foundation work probably isn't done yet. And that's the right time to address it... before the implementation starts, not after it stalls.

ABOUT THE AUTHORS

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A results-driven leader with 25 years in Oil & Gas, Holly has led small to large-scale system and data implementations as well as business transformation efforts across Anadarko Petroleum, Chesapeake Energy, Equinor, and Vital Energy. She brings the change management depth and operational credibility that turns ambitious digital initiatives into measurable business outcomes.

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A forward-thinking analytics leader, Britanni has driven transformational impact in the energy sector by leading multi-billion-dollar data conversion initiatives, building scalable analytics frameworks, and delivering data-driven strategies that improve decision-making, reduce risk, and create measurable operational and financial efficiencies.

ABOUT ENERGY POINT CONSULTING

Energy Point Consulting empowers organizations across industries to accelerate digital transformation: selecting and implementing the right software, automating workflows, and embedding best practices. Through organizational change management and business transformation services, we ensure technology investments are adopted, trusted, and sustained. By building and leveraging scalable, integrated systems and data-driven visibility, we deliver process efficiency, compliance readiness, and real-time insights that enable strategic decision-making and sustainable performance.

Learn more at www.energypointllc.com

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