



PMINJ Chapter Symposium - 06 May 2019



A Billion Dollar Project Blunder

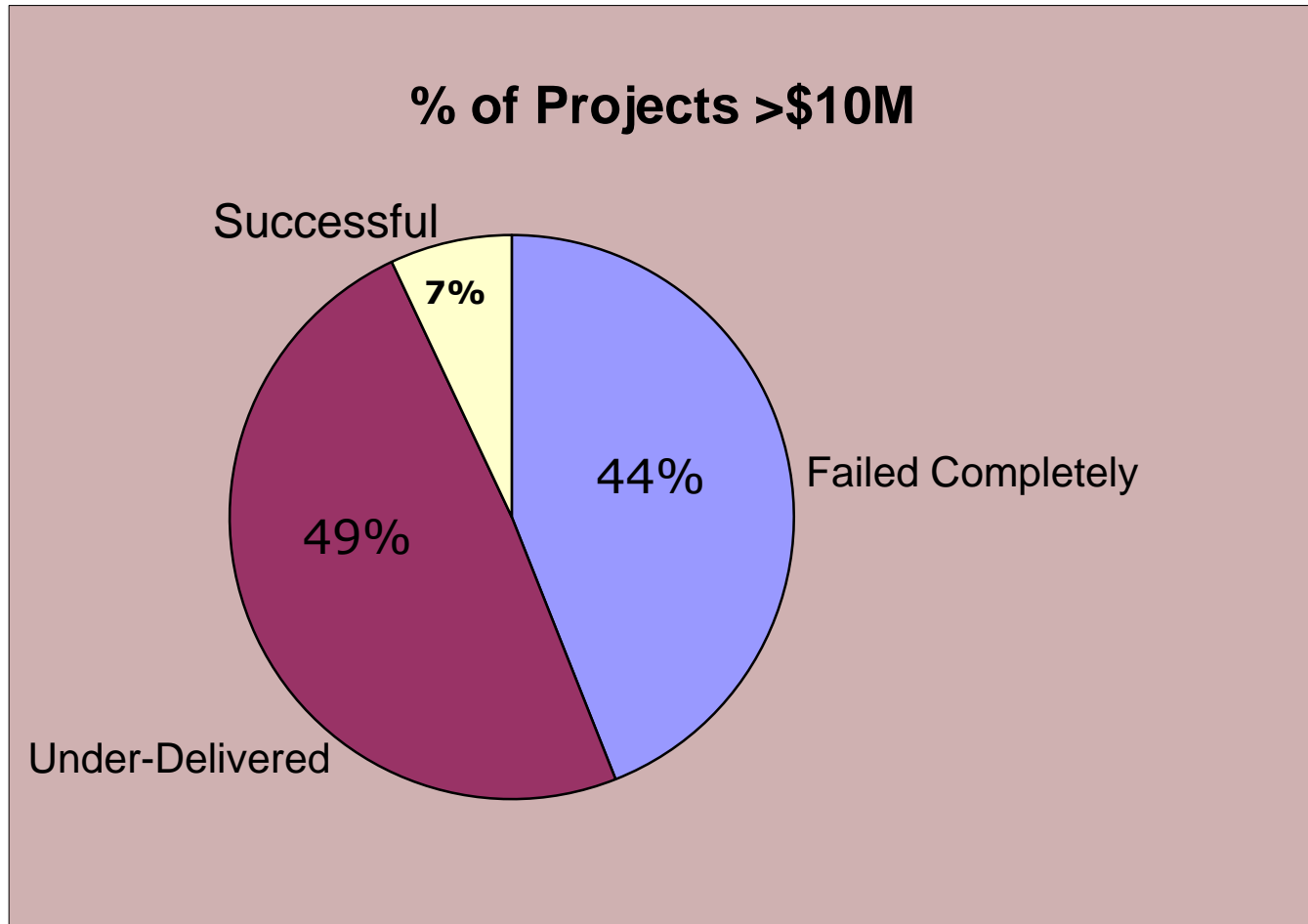
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The Eight Imperatives of Project Success

Agenda:

1. 8–Factor Framework for Project Health Assessment
2. A Billion Dollar Project Blunder - CBS 60 Minutes video (11 min)
3. Discuss What Went Wrong

The Standish Group – Chaos Manifesto, 2012



Source: The Standish Group Chaos Manifesto 2012

The Top Contributors to Project Failure

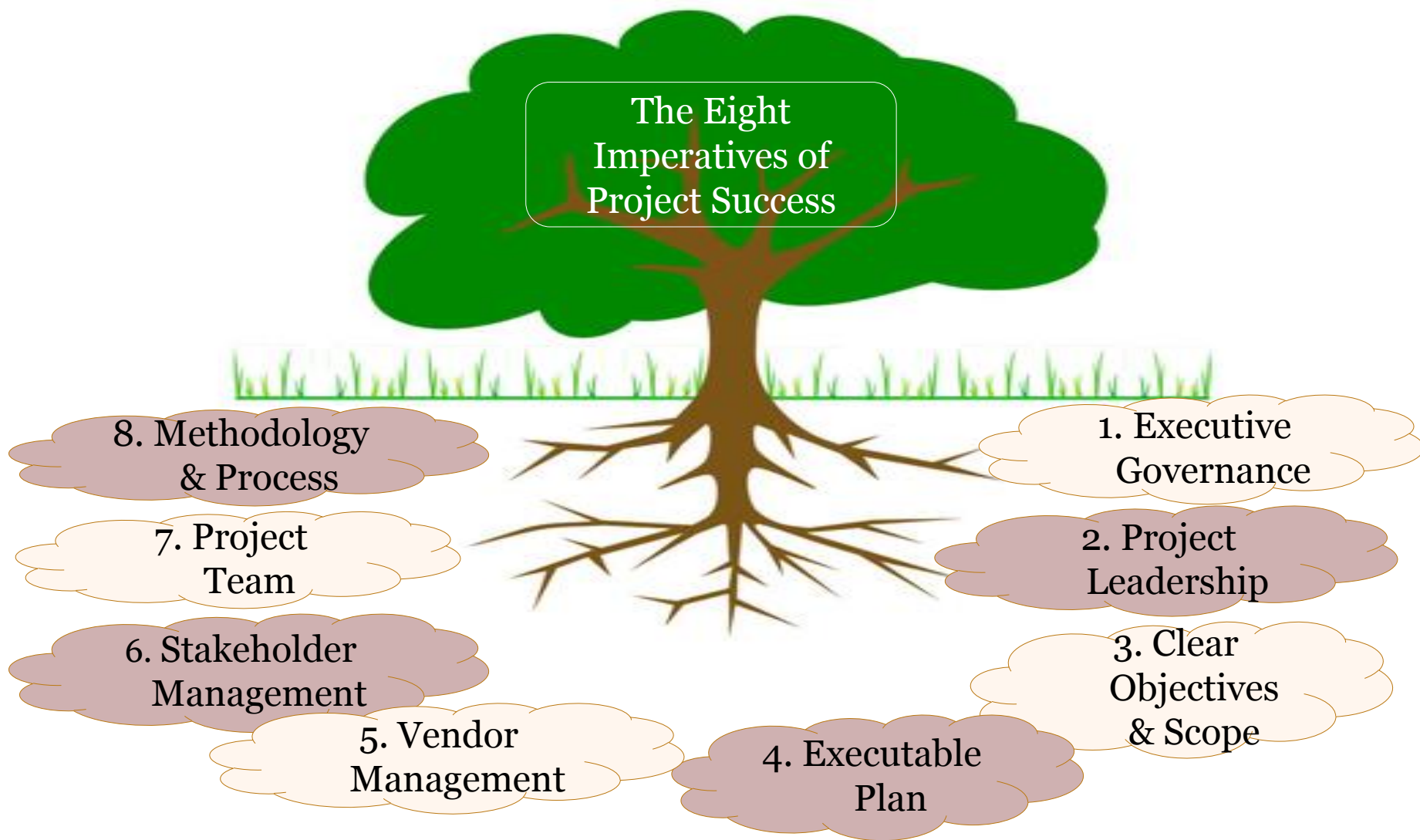
Standish Group 2012		PwC PM Study 2012	
Executive Mgt Support	19%	Estimates	30%
User Involvement	18%	Executive Sponsorship	15%
Clear Objectives	15%	Clear Objectives	10%
Emotional Maturity	12%	Scope Control	10%
Project Optimization	11%	Resources	8%
Agile Process	9%	Communication	8%
Project Mgt Expertise	6%	User Involvement	6%
Skilled Resources	5%	Stable Environment	5%
Execution	4%	Stable Strategy	5%
Tools and Infrastructure	1%	Other	3%
	100%		100%

The Challenge of the Project Manager

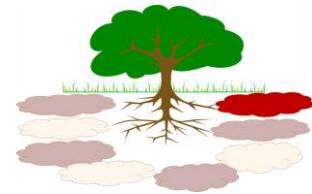
How can we
provide effective
Project
Leadership?



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1. Executive Governance



Focus Areas

1. No Excessive Demands

2. Resolve Issues

3. Help Control Scope

4. Advocate w/ Stakeholders

5. Be Engaged

6. Provide Leadership

*Can our Accountable Executive provide **effective oversight and leadership** for the project, given its size and complexity?*

2. Project Leadership Team

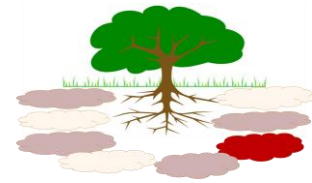


Focus Areas

1. Experience
2. Authority
3. Alignment
4. Execution
5. Relationship Dynamics

*Does our Project Leadership Team have a **proven track record** in successfully delivering projects of this size and complexity?*

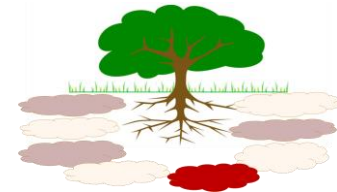
3. Clear and Achievable Scope



<i>Focus Areas</i>
1. Clear Objectives
2. Clear and Detailed Scope
3. Manageable Scope
4. Assumptions & Constraints
5. Stakeholder Support

*Is the scope defined with **clarity and detail**, and do we have the **proven capabilities** to deliver a scope of this size and complexity?*

4. Executable Plans



Focus Areas

1. Comprehensive

2. Realistic Estimates

3. Assumptions & Constraints

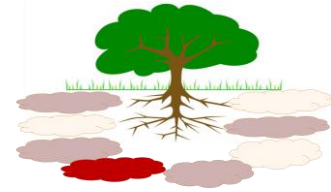
4. Inter-dependencies

5. Resources

6. Contingencies

*Is our plan
comprehensive
and are the effort
estimates, resources,
and schedule
realistic and
achievable?*

5. Vendor Management

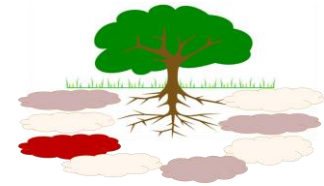


Focus Areas

1. Vendor Selection
2. Contract
3. Estimates & Timelines
4. Vendor Resources
5. Performance Monitoring
6. Knowledge Transfer
7. Relationship with Vendor's Executive Management

*Does our vendor have **proven capabilities** to deliver the solution & do we know how to **manage it effectively**, given the size and complexity of the project?*

6. Stakeholder Management

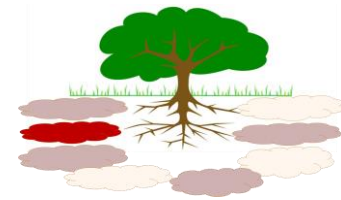


Focus Areas

1. Stakeholder Alignment
2. Stakeholder Support
3. Change Mgt Strategy
4. Change Agents Network
5. Stakeholder Engagement
6. Communication Strategy

*Do we have the **support and active engagement** of our key stakeholders, and do we have an effective **strategy to manage them?***

7. Project Team

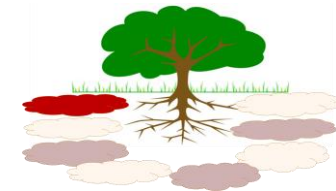


Focus Areas

1. Effective project organization structure
2. Clear roles, responsibilities, and expectations
3. Properly skilled and experienced Core Team
4. Experienced and empowered SME's
5. Positive, high work ethics, and open team culture

*Do we have an **experienced, committed, & properly resourced** project team, including user representation & technical staff?*

8. Methodology and Process

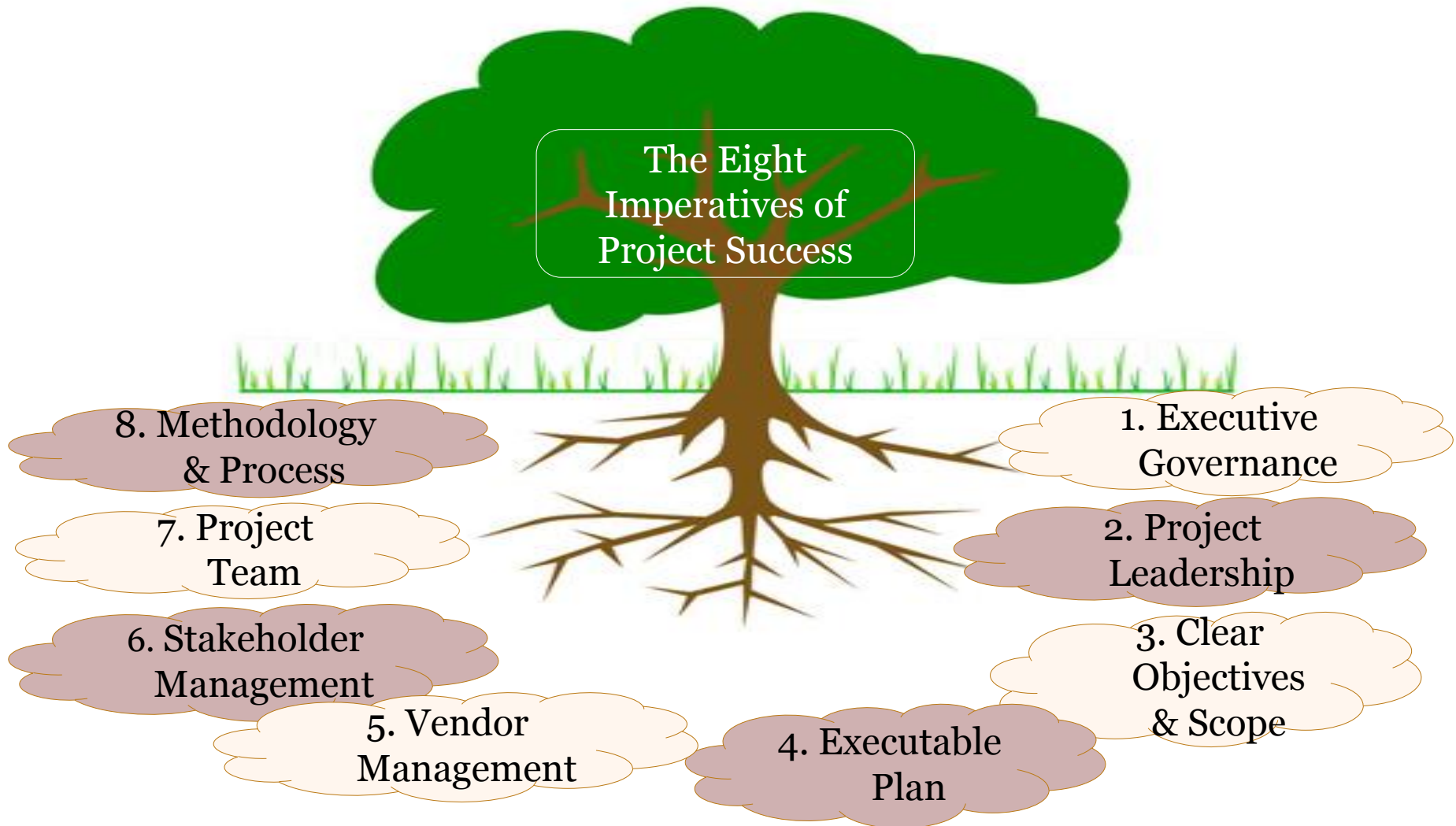


Focus Areas

1. Agile Principles
2. User Requirements
3. Design
4. Testing & Quality Management
5. Interfaces & Data Conversion
6. Technology Management & Control
7. Stakeholder Management
8. Training, Deployment, & Adoption
9. Financial Management
10. Benefits Realization
11. Schedule, Progress, & Deliverables Management
12. Issues and Risk Management
13. Scope Control

*Do we have a methodology & process that is **commensurate with the size & complexity** of the project, & do we **closely adhere** to it?*

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A Billion Dollar Project – Case Story

CBS 60 Minutes – SBI Net Project

Discussion Questions:

1. What went wrong with this project?
2. What would you have done if you were the project director?

A Billion Dollar Project – Case Story



CBS 60 Minutes, January 8, 2010

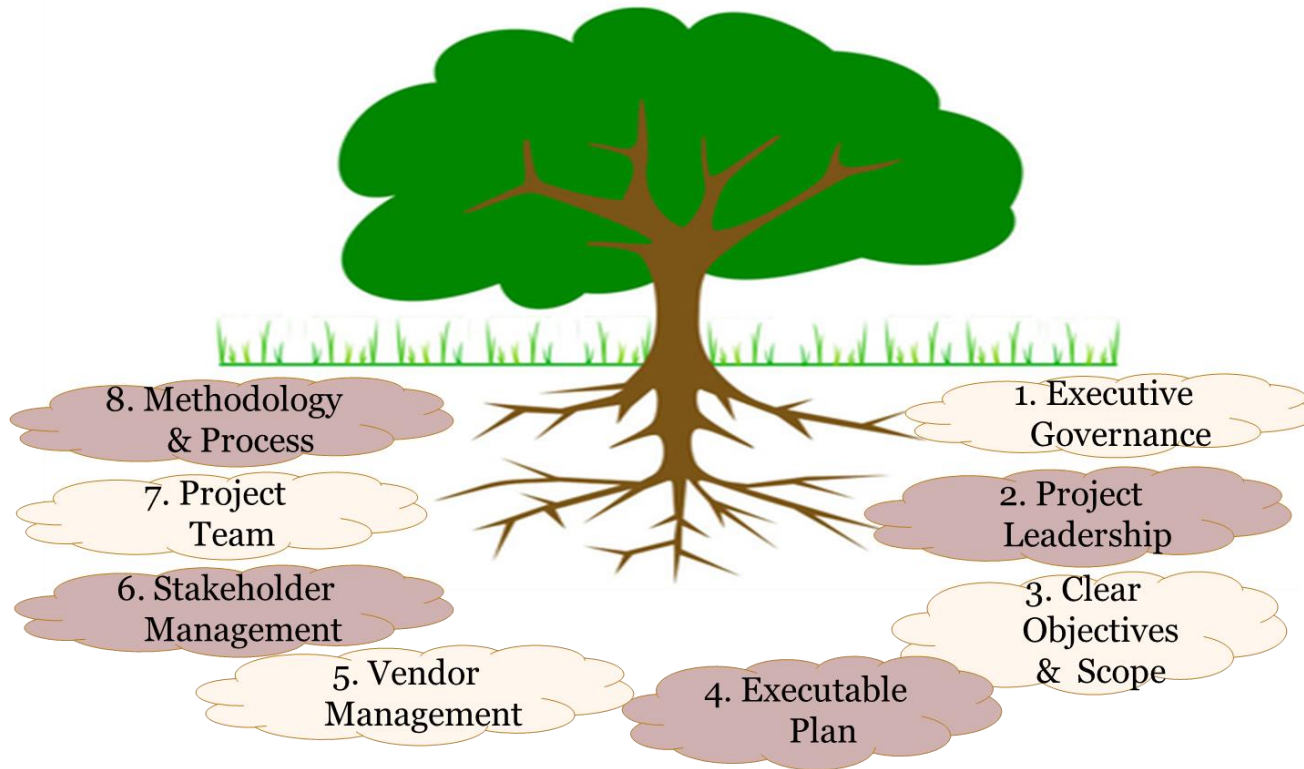
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Thank You
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