


Delivering Successful Projects ...Every Time

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Delivering project management / leadership development seminars and online courses

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Past President, PMI North Carolina Chapter

- Project Management practitioner for over 20 years, including 10 years with IBM, 7 years in IT consulting and 10 years as PMO Program Manager in private and public sectors
- Seminar Leader, teaching for PMI Global Congress / PMI SeminarsWorld
 - Essential Leadership Skills for Project Managers
 - PMI Atlanta, Certification & Education Committee, Atlanta, GA, **Nov. 10-11, 2011**
 - Effective Requirements Management
 - 2010 PMI Global Congress – EMEA, Milan, Italy, May 13-14
 - 2010 PMI Global Congress – North America, Washington, DC, October 7-9
 - Delivering Successful Projects ...Every Time (2010 PMI SeminarsWorld)
 - NCPMI, Research Triangle Park, NC, June 10-11, 2011
 - PMI Atlanta, Certification & Education Committee, Atlanta, GA, **July 14-15, 2011**
- Frequent speaker at PMI Global Congresses and at PMI PDD Symposia
- Project Manager, NC Office of the State Controller
- Master's degrees in Pure Math. And in Computer Science, UWaterloo, Canada
- Ph.D (ABD) – all but dissertation – Management Science, UWaterloo, Canada
- Master's Certificate in IT Project Management, George Washington University
- PMI Leadership Institute Master Class graduate
- Member, PMI Leadership Institute Advisory Group



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Abstract

Successful projects should not be “accidental.”

Although many successful project management practitioners are “accidental” project managers, successful projects should not be accidental.

Abstract

Research studies have identified reasons for project failure and reasons for project success.

By capitalizing on the major contributors to project success and avoiding the leading causes of project failure, project success should be a predictable and repeatable event, instead of a hit-and-miss occurrence.

Abstract

Three major contributors to project success:

- requirements management processes
- a formal project management methodology and a standardized tools and infrastructure to implement project management and
- executive management support

-- the key ingredients for CONSISTENT delivery of successful projects.

Abstract

These critical success factors, when implemented and achieved in collaboration with stakeholders, can lead to consistent delivery of successful projects.

Seminar Outline

- ❑ *Module 1: Definition of Project Success*
- ❑ *Module 2: Requirements Management Processes*
- ❑ *Module 3: Standard Project Management Methodology*
- ❑ *Module 4: Implementing Projects through a PMO*
- ❑ *Module 5: Executive Management Support and Sustained Executive Management Commitment*
- ❑ *Module 6: Summary:
Consistent Delivery of Successful Projects*

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Module 1: Definition of Project Success

- ❑ *Is your project successful?*
- ❑ *Definition of Project Success*
- ❑ *Reasons for Project Success / Failure*

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Exercise: Is your project successful?

- Think about the last project that you completed.
- Was the project completed successfully?
- Or was it completed but not successful?
- How do you define project success?
 - Satisfying the scope, time, cost objectives
(triple constraints)
 - Return on Investment (ROI)
 - Satisfying Customer Expectations

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Reasons for Project Success / Failure

based on

Standish Group surveys (CHAOS reports)

from www.standishgroup.com

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CHAOS Report 2008 Survey Results Resolution of Projects

- ❑ Challenged - 44 %
- ❑ Succeeded - 32 %
- ❑ Failed - 24 %

* Source: Chaos Reports – The Standish Group, www.standishgroup.com

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CHAOS Report 2008 vs. 1996 Survey Results Resolution of Projects

	2008	1996
❑ Challenged -	44 %	33 %
❑ Succeeded -	32 %	27 %
❑ Failed -	24 %	40 %

* Source: Chaos Reports – The Standish Group, www.standishgroup.com

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Reasons for Project Failure

- | | |
|------------------------------------|--------|
| 1. Incomplete requirements | 13 % |
| 2. Didn't involve users | 12.4 % |
| 3. Insufficient resources/schedule | 10.6 % |
| 4. Unrealistic expectations | 9.9 % |
| 5. Lack of executive support | 9.3 % |
| 6. Changing Requirements | 8.7 % |
| 7. Poor Planning | 8.1 % |
| 8. Didn't need it any longer | 7.4 % |

* Source: Chaos Reports, Standish Group International Inc., 1995, www.standishgroup.com

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Top Ten Reasons for Project Success

1. User Involvement
2. Executive Support
3. Clear Business Objectives
4. Scope Optimization
5. Agile Processes
6. Project Management Expertise
7. Financial Management
8. Skilled Resources
9. Formal Methodology
10. Standardized Tools and Infrastructure



Source: Johnson, J. (2006) *My Life is Failure*. Standish Group International Inc.

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Delivering Successful Projects...Every Time

- ❑ Implement requirements management processes, in collaboration with stakeholders
- ❑ Develop / institutionalize a formal project development / management methodology
- ❑ Implement standardized tools and infrastructure through a Program Management Office (PMO)
- ❑ Ensure executive management support for your projects

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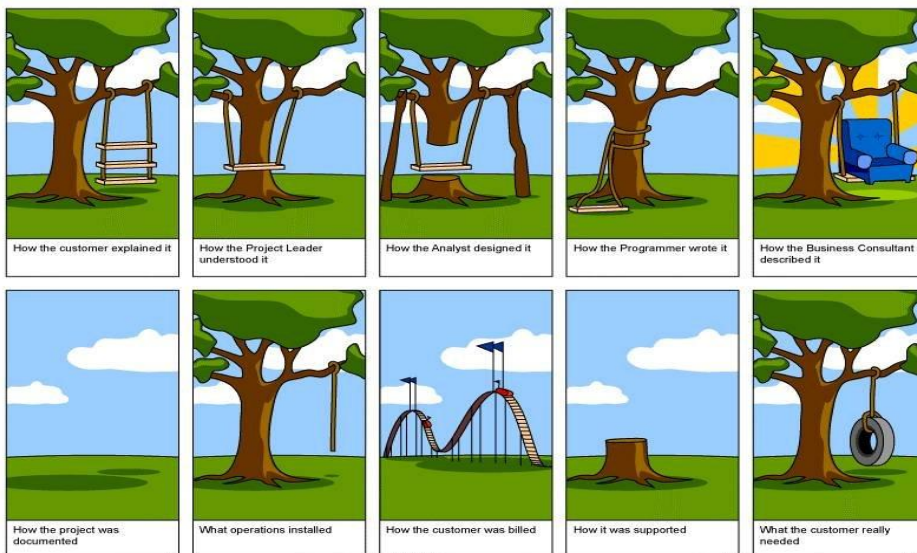
Typical Requirements Issues

1. Customers don't know what they need.
2. Customers don't communicate their needs effectively.
3. The development team doesn't understand the customers' needs.
4. The customers are not involved in requirements definition.
5. There are too many requirements. The customers want too many functions and features in the product.
6. Users have conflicting requirements.
7. "Unavoidable" scope creeps are being allowed.
8. Requirements changes are not controlled (not managed).
9. Requirements activities performed, not implemented as processes.

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Real Requirements



Source: http://www.umsl.edu/~sauter/analysis/random_analysis_thoughts.html

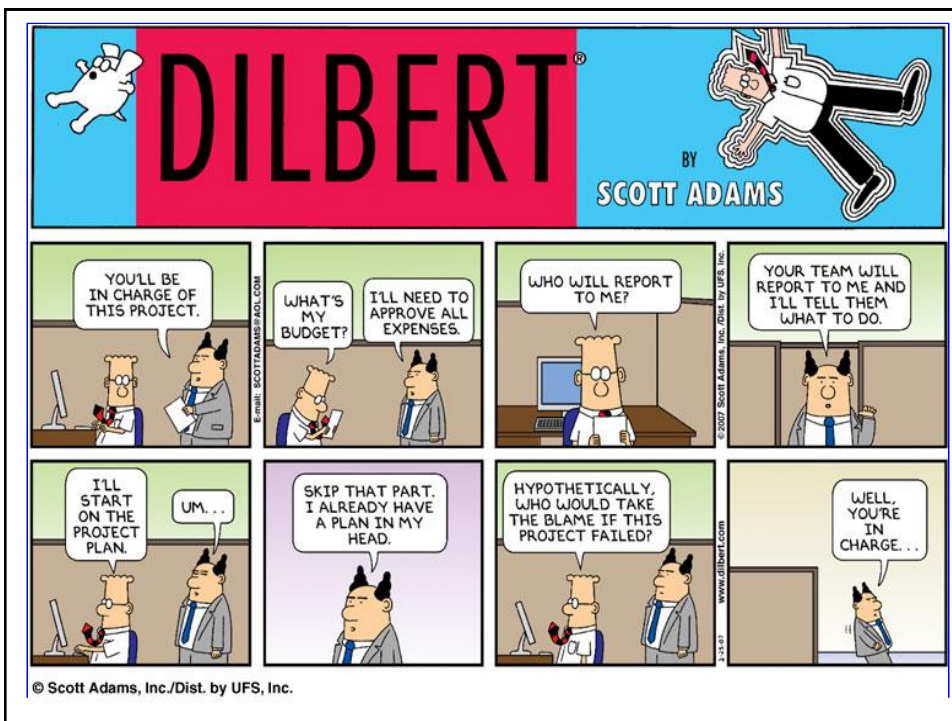
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What are you doing about it?

What is the PM doing about it?
Is it the Business Analyst's job?

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Requirements Management Processes in the Project Life Cycle

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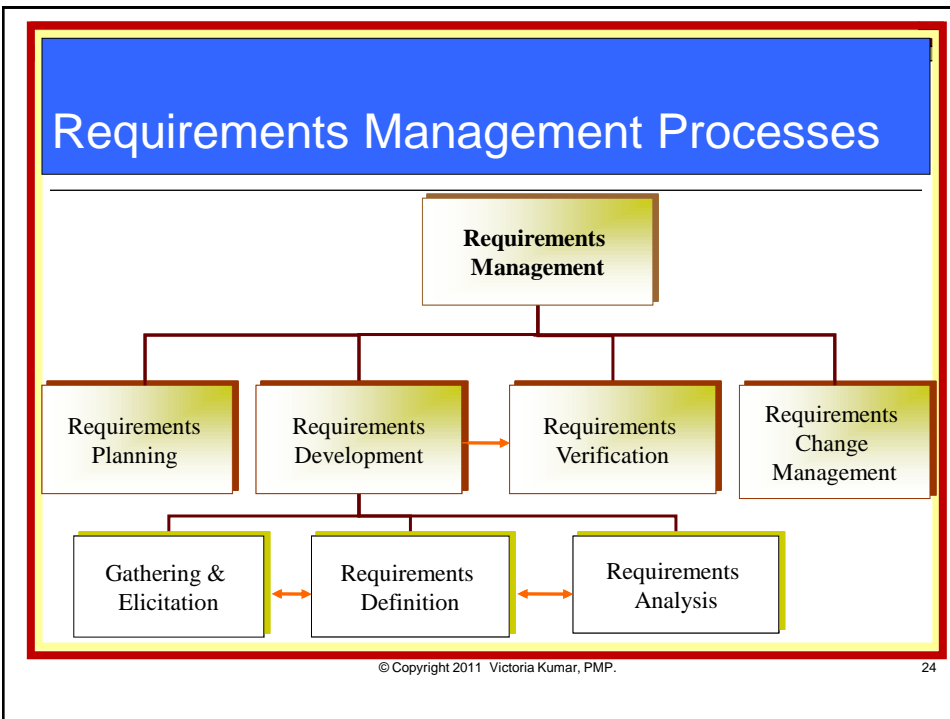
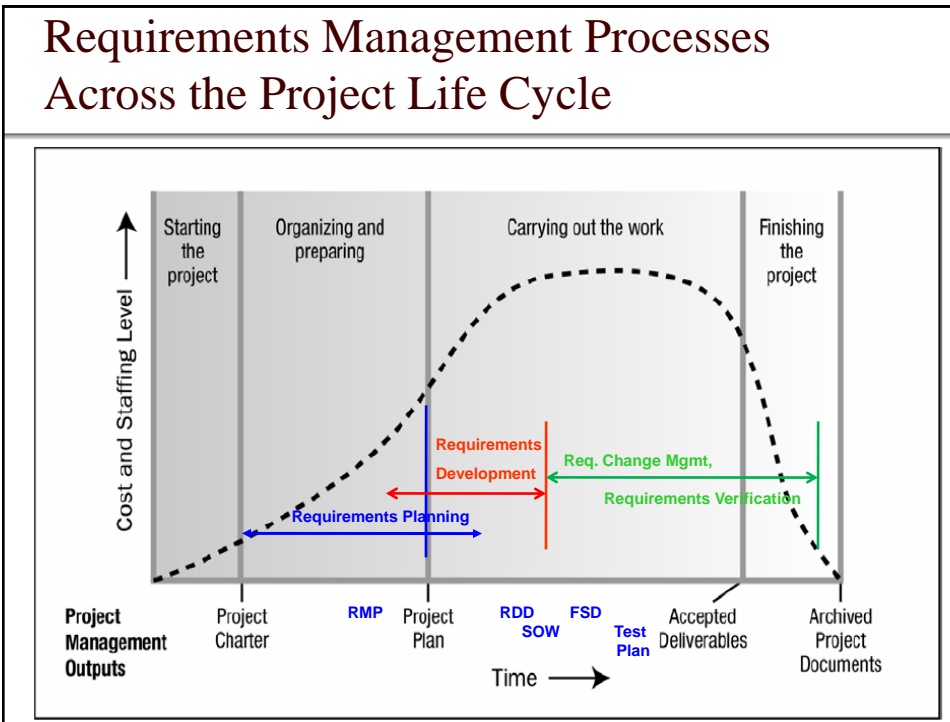
Requirements Management Processes

Requirements Management (RM) Processes

- Requirements Planning
- Requirements Development
 - Requirements Definition
 - Requirements Gathering and Elicitation
 - Requirements Analysis
- Requirements Verification
- Requirements Change Management

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Requirements Management

- Consists of the following Requirements Processes: Requirements Planning, Requirements Development, Requirements Verification, and Requirements Change Management.
- Includes processes in planning, gathering, defining, refining, organizing, prioritizing, documenting, testing requirements, verifying that requirements are being met, and tracking and controlling requirement changes.

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Requirements Planning

- Development, review and approval of a Requirements Management Plan
 - Review by all appropriate stakeholders (Customers, Users, Development / Design Team Leads/Managers)
 - Approval by Project Sponsor and Key Customers

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Requirements Development

- Requirements Gathering & Elicitation
- Requirements Definition
- Requirements Analysis

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Requirements Gathering and Elicitation

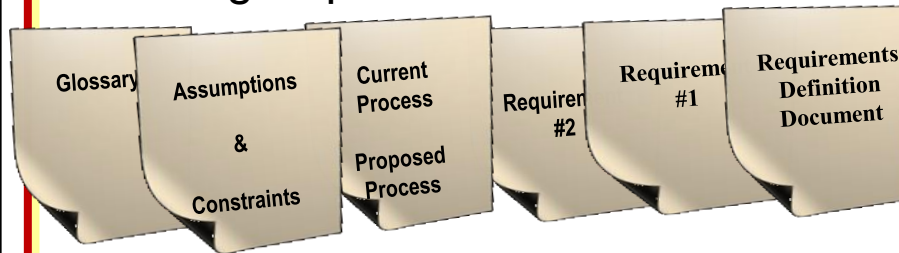
- Collect as many **known** requirements as possible
- Clarify, organize, prioritize the information
- Record, document collected information
- Identify stakeholders' needs and constraints
- Result – common understanding of the users' **expressed needs**

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Requirements Definition

- Organizing, documenting, defining, refining requirements



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Requirements Analysis


- Discover unknown requirements
- Uncover users' needs not expressed earlier
- As early as possible in the project life cycle

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Requirements Verification

- Ensuring all stated requirements are being satisfied
- Includes an analysis how the requirements are being addressed in the development plan, and user acceptance testing and validation
- Formal acceptance is required

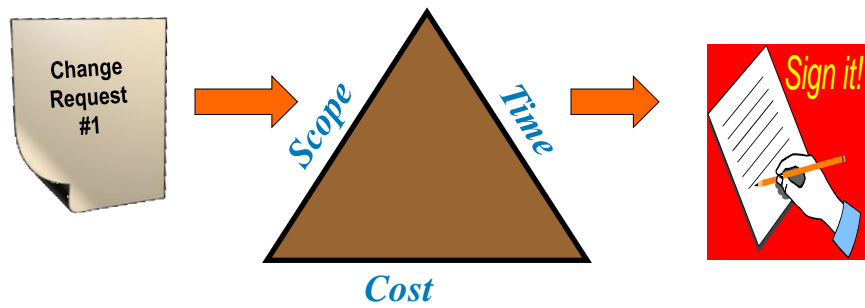


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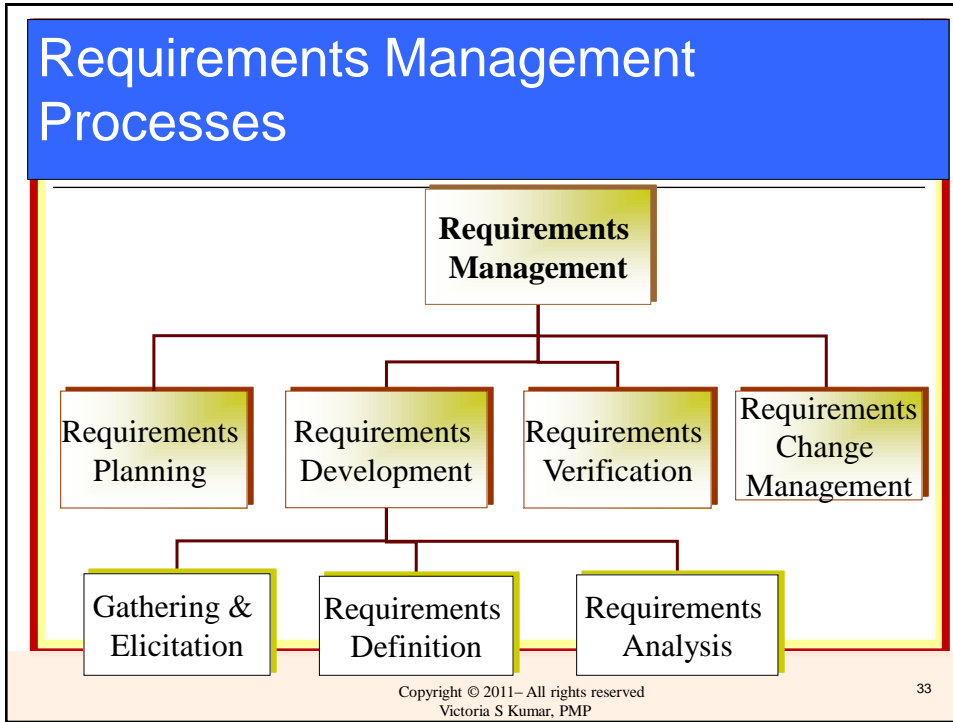
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Requirements Change Management

- Implementing a Change Control Procedure
- Managing implementation of approved change requests



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Implementing Requirements Management as Processes

with defined
Inputs, Tools and Techniques, and Outputs

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Module 3: Formal Project Management Methodology

- ***Project Development Life Cycle vs.
Project Management Life Cycle***
- ***Standardized Tools and Infrastructure***
- ***Standardized Project Management
Methodology***

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Benefits of a Consistent PM Approach

Source: Eskerod, P., Riis, E., 2009. Value Creation by Building an Intraorganizational Common Frame of Reference Concerning Project Management. *Project Management Journal* 40(3), 6-13.

- Implementing an approach consistently throughout an organization through:
 - A common project management model.
 - Companywide project management training programs
 - Project management career development
 - Knowledge-sharing activities
- Resulting Benefits
 - Communication / Optimal use of resources
 - Time management / Financial management
 - Project progress / Customer satisfaction/Knowledge sharing

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Formal Project Development / Management Methodology

- Project Development vs. Project Management
 - Agile vs. traditional project development
- Develop / institutionalize a standard project management methodology
- Provide tools (e.g., templates), training, coaching
 - Increases project management competency level
 - Understanding value of project management
 - Enforces compliance to the standard processes
- Allow flexibility for smaller, less risky projects

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Formal Project Management Methodology

Minimum Project Management Methodology

- Gather business requirements
 - Upon project approval, conduct project kick-off meeting
 - Develop a project charter
 - Define product scope
 - Develop project management plan
 - Conduct project status meetings on regularly basis
 - Conduct risk analysis at project status meetings
 - Conduct lessons learned sessions on regular basis
-
- Allow flexibility for smaller, less risky projects

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Just Enough Project Management

INITIATION

- Project Approval Process
- Project Scope, Schedule, Budget, HR must be approved

PLANNING AND DESIGN

- Develop Project Charter
- Develop a Project Plan that defines preliminary schedule, budget, HR (roles and responsibilities)
- Develop Communications Plan
- Gather requirements

EXECUTION AND BUILD / IMPLEMENTATION

- Plan the work and work the plan
- Communicate, communicate, communicate
- Monitor status and update management on regular basis

CLOSE-OUT

- Learn from previous projects
- Contract close-out

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Project Management Templates

- ❑ Project Charter
- ❑ Project Plan
- ❑ Cost Estimate
- ❑ Project Communications Plan
- ❑ Business Requirements document
- ❑ Procurement Plan
- ❑ Test Plan

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Module 4: Implementing Projects through a PMO

- ***What is a PMO?***
- ***PMO functions, roles and responsibilities***
- ***The current state of the PMO***
- ***The standard infrastructure to implement***
 - ***standardized tools and methodology***
 - ***projects and programs***

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What is a PMO?

**PMO = Project / Program / Portfolio
Management Office**

- A project management office (PMO) is an organizational body or entity assigned various responsibilities related to the centralized and coordinated management of those projects under its domain.

Source: *PMBOK® Guide, Fourth Edition, 2008*

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PMOs today are in all industries

- IT and Telecommunications Industry
- Construction Industry
- Automotive Industry
- Manufacturing Industry
- Health Care Industry
- Banking and Financial Industry
- Pharmaceutical and Biomedical Industry
- Public Sector, etc.

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The current state of PMOs

- Increasing popularity of PMOs and EPMOs
- Most PMOs are young
- Most PMOs are operating at business unit / functional group level or higher (at enterprise-level)
- PMOs using the Program Management Office model
- Moving towards portfolio management and ROI assessment

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PMO functions



- 2000 Implementing/institutionalizing project management processes/methodologies, tools, project repository
- Training / coaching / mentoring project managers
- Conducting lessons learned sessions, capturing, communicating, and incorporating lessons learned
- Project performance reporting and tracking
- Managing/coordinating projects at enterprise level
- Delivering successful projects/programs
- Managing resource allocation and capacity management
- 2010 Assessing ROI and conducting portfolio management

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Implementing projects through the PMO

- The PMO has become the executive-chosen infrastructure for organizations to implement projects and programs.
- PMO is the standard infrastructure to perform the following functions:
 - Standardized Methodology and Tools
 - Repository of Best Practices
 - Training and Certification, Coaching and Mentoring
 - Project Monitoring and Oversight
 - Enterprise-wide PM Services

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Moving forward with the PMO

- The PMO's role has evolved from a tactical operational role, providing project management methodology, tools and expertise in project implementation to a strategic role in portfolio alignment and project/program benefits realization.
- Enterprise PMOs have been successful in providing the effective infrastructure to deliver efficient project implementation with formal standard project management processes.
- PMOs are expected to move into the strategic role of aligning project portfolio with government business goals and strategies.

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Module 5: Executive Management Support

- ***Executive Management as Key Stakeholders***
- ***Get Executives Involved***
- ***Get Sustained Executive Commitment***

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Why Sell Your Projects to Senior Management

- ❑ Executive management support improves probability of your project's success.
- ❑ However, many projects/programs compete for senior management's attention, involvement and support.
- ❑ Organizations do not spend time training/coaching executives or explaining executives' roles and responsibilities in the project life cycle.
- ❑ Explore ways to sell your project to senior management.

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Know Your Audience: Senior Management are special stakeholders.

- Understand and document the executive management's definition of project success and delivery priorities.
- Understand requirements and expectations of senior management.
- Get the senior and executive management involved in requirements management.
- Get executive project sponsors to participate in risk analysis and risk mitigation.
- Develop a project communication plan that focuses on specific communication requirements of senior and executive management.

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Selling Your Projects to Senior Management

- Understand how the project fits the organization in terms of operational and strategic goals
- Explain how the project contributes toward achieving long-term operational and strategic goals
- Emphasize business results, relating project results to organization's key business priorities

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Getting Your Senior Management Involved

- Know the key players -- “special” stakeholders!
- Get the Senior Management involved
 - In Requirements Management
 - Analyze your stakeholders. Manage their expectations
 - Understand requirements of senior management.
 - In Risk Analysis, assign risk mitigation tasks to the senior management.
 - In Your Communications Plan
 - Inform (cc) them. Give “heads-up.” Escalate, as necessary.
 - Do one-on-ones, if consensus is difficult to get.
 - Coach and mentor your executives
- Manage your relationships!

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Module 6: Summary

Key ingredients for CONSISTENT delivery of successful projects

- *Requirements management processes*
- *Formal methodology and standardized tools and infrastructure*
- *Executive management support*

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Questions



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