



# The Will To Change Inc.

Consulting and Executive Coaching

## A Billion Dollar Project Blunder

PMI Pittsburgh PDD

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# The Eight Imperatives of Project Success

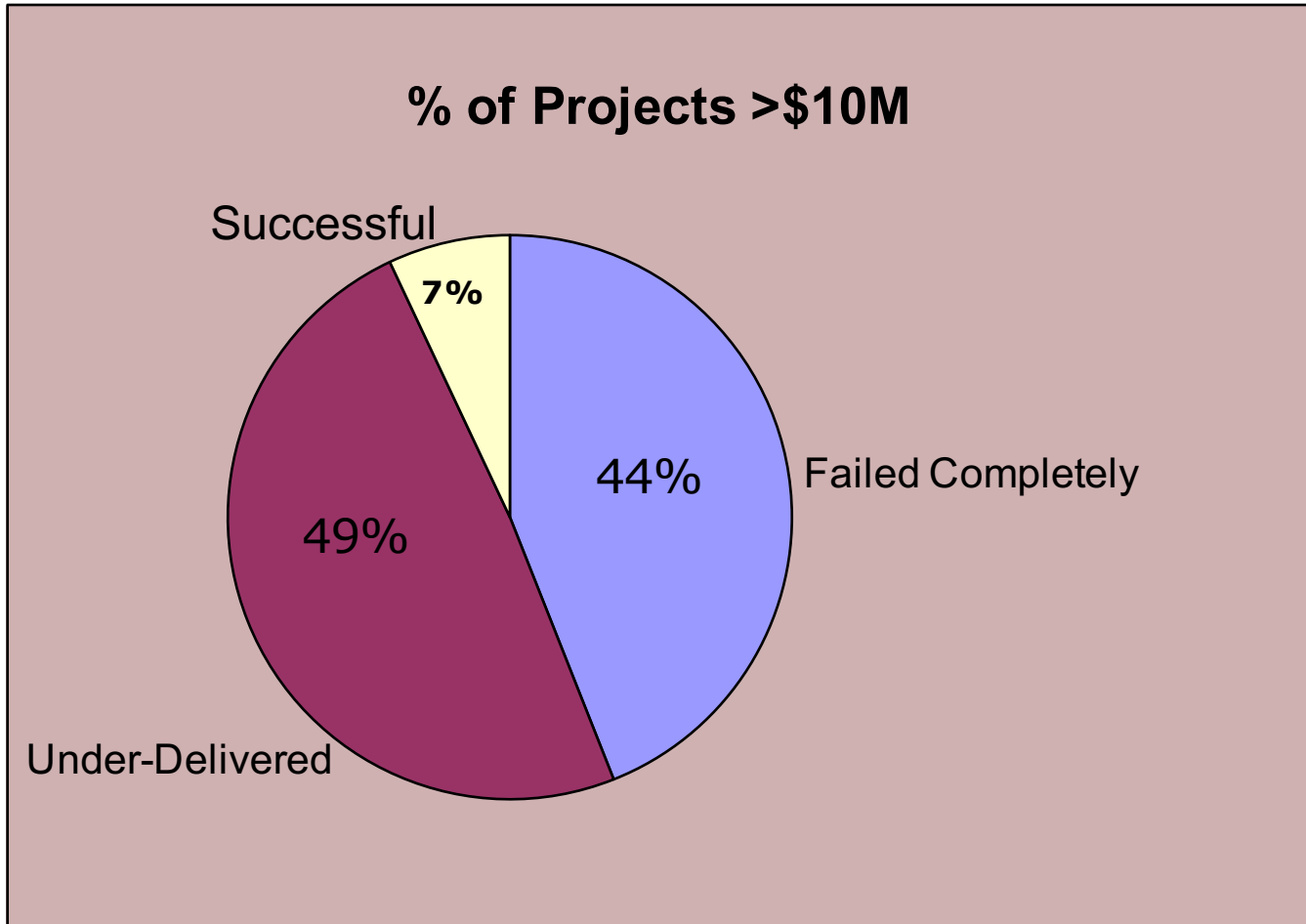
## Consulting and Executive Coaching

### 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

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Source: The Standish Group Chaos Manifesto 2012

# The Top Contributors to Project Failure

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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

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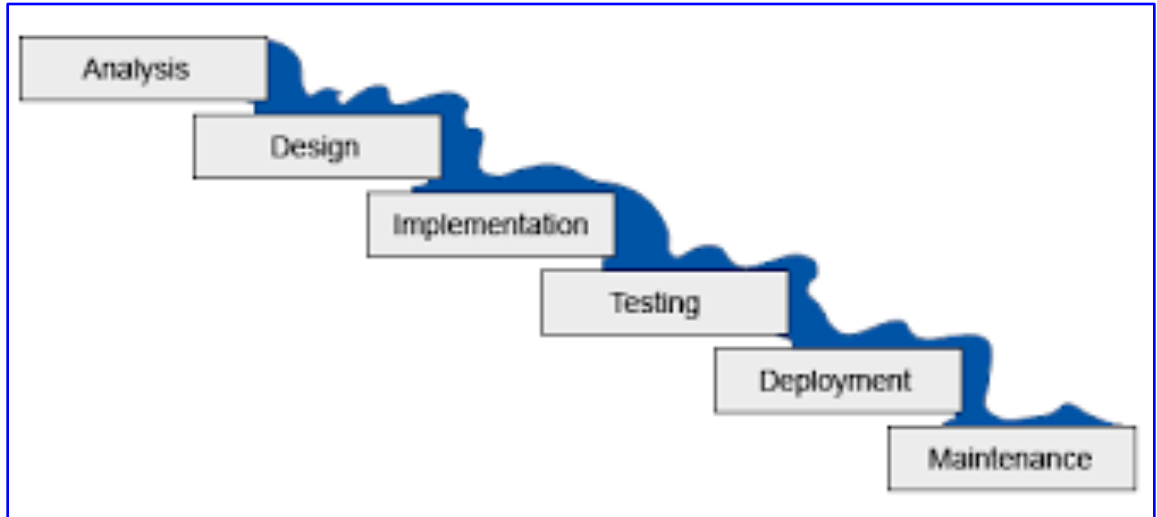
How can we provide  
Effective  
Project Leadership?



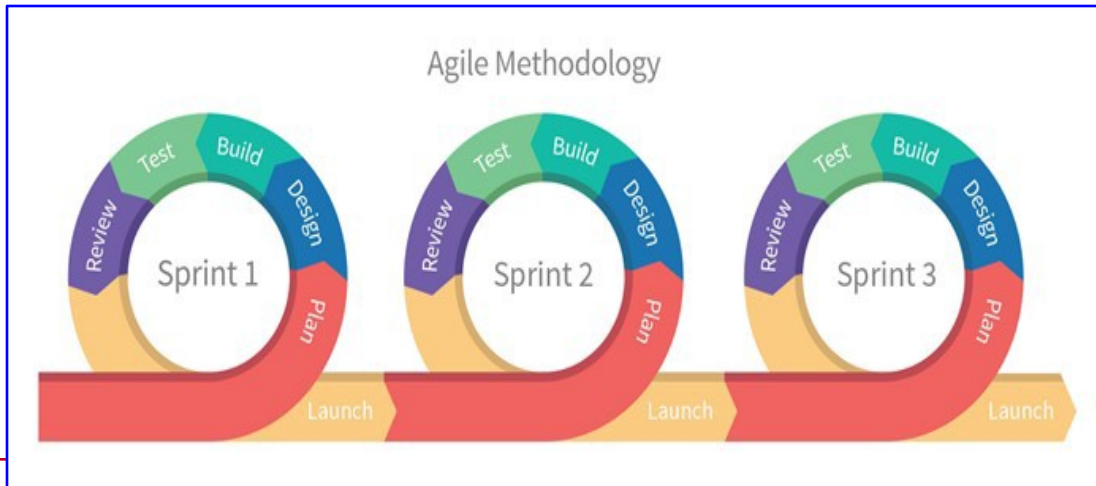
# Waterfall vs. Agile

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### Waterfall



### Agile





# The Eight Imperatives of Project Success

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## Project Health Framework

Executive  
Sponsor

Leadership  
Team

Objectives &  
Scope

Executable  
Plan

Vendor  
Management

Stakeholder  
Management

Project  
Team

Methodology  
& Process



# Project Health Framework

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### For Each Area We Will Review:

1. A Core Assessment Question
2. 5 to 13 Detailed Assessment Questions
3. Case stories to highlight one
4. How to mitigate the risk
5. Share a link to Project Assessment Documents



# 1. Executive Governance



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### *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



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### ***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 the same size and complexity?*

# 3. Clear and Achievable Scope



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### *Focus Areas*

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

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### *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



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### *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 & can we **manage it effectively**, given the size and complexity of the project?*

# 6. Stakeholder Management



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### *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



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### *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



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### *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

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### 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

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CBS 60 Minutes, January 8, 2010



# A Billion Dollar Project – Case Story

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### CBS 60 Minutes – SBI Net Project

#### Discussion Questions:

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## Thank You

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