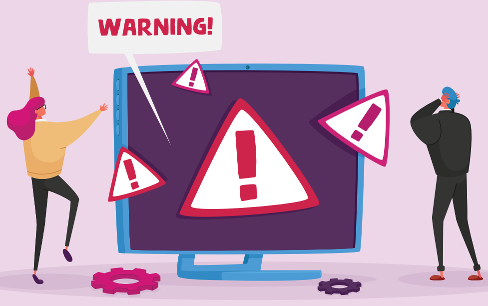

12 COMMON MISTAKES THAT LEAD TO PROJECT FAILURE

Only 19% of organisations achieve successful delivery at least most of the time. Boost your chances of success and keep these common errors front of mind when setting up and running your next initiative.

1 Dash for cash

- Laser-like focus on securing the business case funding.
- Planning is cut short in order to lock in the cash.
- Key resources and SMEs are overlooked during planning.

2 Doomed to completion

- Setting immoveable deadlines.
- Remaining financially committed to a lost cause.
- Habitual use of the 'Big Bang' approach.

3 Fragmented objectives

- Objectives are unclear or poorly communicated.
- Success criteria and expectation setting is overlooked or poorly outlined.
- Solution is not closely enough aligned to the key requirements.

4 Short-term bias

- Executive or organisational pressure is based on the short term (Qtr by Qtr).
- But larger programmes and projects will often span multiple years.
- Will market conditions change during the lifecycle of the project?

5 Missing in action

- Fundamental principles are not applied and programme/project skills are inadequate.
- Poor requirements capture, with scope and variation being poorly managed.
- Project schedule is missing, and key artefacts are ignored or poorly developed.

6 Horses for courses

- Available people are assigned versus the 'right' people.
- Inexperienced people are assigned without mentoring or support.
- Project managers are running programmes without prior experience.

Poor requirements gathering is a primary cause of project failure in 40% of cases.

7 Programmes ain't projects

- Programme complexity is underestimated.
- Programmes are not structured correctly leading to poor visibility and control.
- Estimation and funding strategies are overlooked leading to nasty surprises.

8 Hiding from the truth

- Optimism bias – (assuming) things will work out.
- Planning fallacy – consistent optimism regarding activity deadlines.
- Anchoring adjustment – failure to re-set even when assumptions are proven wrong.

9 Wrong checks & balances

- Reporting and governance arrangements are flawed and assurance is not applied.
- Risk and issue management is reactive – too many 'lag' and not enough 'lead' indicators.
- Key resources are reluctant to call out challenges – the 'watermelon' scenario.

10 Change is free

- Method of dealing with change/variation is not agreed upfront.
- Change is frequent due to sub-optimal planning and requirements management.
- The business case is not revisited, and change eliminates the benefit over time.

DETOUR

11 Everyone ignores me

- Failure to learn from prior mistakes and peer experience.
- Failure to listen to SMEs who raise serious concerns re: cost, schedule, scope etc.
- Issues are presented late or are poorly articulated.

12 We can do everything

- Resource capacity and capability is a problem in all organisations – but we ignore it anyway.
- Key resources are often over-allocated across multiple projects – 'Roadblocks R Us'.
- Programmes and projects are rarely stopped – and many should be.

Challenges can crop up in all guises over the lifecycle of a project or programme, but setting up for success from the get-go and taking a more proactive approach to assurance will guard against many of the issues that occur.

Clear objectives, robust planning and controls, and regular reviews over the delivery lifecycle will ensure more alignment and oversight and provide greater protection for your investments.

To learn more about tapping into our assurance expertise to protect your investments, contact PM-Partners today, or call 1300 70 13 14.