

SD5953

Successful Project Management

The Causes of Project Failure

School of Design

The Polytechnic University of Hong Kong

IMPORTANT

Please sit with the members
of your final group project

Graham Leach, Instructor



www.graham-leach.com

polyusd5953@gmail.com

The Effect of Attitude on Projects

Project Psychology Findings - A

A large percentage of respondents believed that their project was “doomed right from the start.”*

How often do you feel that your project is doomed right from the start? For example, is there confusion around project goals, roles or accountabilities that remain unsolved?	Total	IT	Business
Always	27%	24%	41%
Usually	48%	49%	41%
Occasionally	18%	21%	7%
Never	7%	6%	11%
Base Size	587	469	116

* <http://www.geneca.com/survey/download.php?file=GenecaSurveyReport.pdf>

Project Psychology Findings - B

**Alignment was a major issue
when it came to synchronizing project requirements***

How frequently do you feel that the business team is out of sync with each other when it comes to project requirements?	Total	IT	Business
Always	25%	21%	43%
Usually	53%	55%	45%
Occasionally	21%	23%	12%
Never	1%	1%	0%
Base Size	579	462	115

* <http://www.geneca.com/survey/download.php?file=GenecaSurveyReport.pdf>

Project Psychology Findings - C

The greatest source of project frustration involved the clear definition of project objectives*

What do you find most frustrating about your requirement definition process?	Total	IT	Business
Getting the business to clearly state and commit to project objectives	46%	46%	44%
Lack of clarity around team roles and accountabilities	30%	29%	34%
Inability to track project progress in terms that make sense to all stakeholders	15%	15%	17%
Unrealistic budget and/or time restraints	6%	7%	2%
Lack of staffing	3%	3%	3%
Base Size	580	464	114

* <http://www.geneca.com/survey/download.php?file=GenecaSurveyReport.pdf>

Project Psychology Findings - D

**Very few participants avoided
the horrible wastefulness of rework***

How much time do you believe you spend on rework, i.e. revisiting and changing requirements, adding missed features, etc.?	Total
All of my time	21%
Most of my time	40%
About half of my time	19%
A small portion of my time	15%
Rarely	6%
Never	<1%
Base Size	585

* <http://www.geneca.com/survey/download.php?file=GenecaSurveyReport.pdf>

DISCUSSION

The Gang of Failure

The 5 Causes of Project Failure*



* <http://www.pmsolutions.com/collateral/research/Strategies%20for%20Project%20Recovery%202011.pdf>

Cause of Project Failure #1*

Cause #1: Requirements

- Unclear Requirements
- Lack of Agreement on Requirements
- Lack of Priority Regarding Requirements
- Contradictory Requirements
- Ambiguous Requirements
- Imprecise Requirements



* <http://www.pmsolutions.com/collateral/research/Strategies%20for%20Project%20Recovery%202011.pdf>

Cause of Project Failure #2*

Cause #2: Resources

- Lack of Resources
- Resource Conflicts or Contention
- Turnover of Key Resources
- Poor Resource Planning



* <http://www.pmsolutions.com/collateral/research/Strategies%20for%20Project%20Recovery%202011.pdf>

Cause of Project Failure #3*

Cause #3: Schedules

- Too Short Schedules
- Too Long Schedules
- Baseless Schedules
- Overly Optimistic Schedules



* <http://www.pmsolutions.com/collateral/research/Strategies%20for%20Project%20Recovery%202011.pdf>

Cause of Project Failure #4*

Cause #4: Risks

- Unidentified Risks
- Assumed Risks
- Unmanaged Risks



* <http://www.pmsolutions.com/collateral/research/Strategies%20for%20Project%20Recovery%202011.pdf>

Cause of Project Failure #5*

Cause #5: Planning

- Based on Insufficient Data
- Missing Items
- Insufficient Detail
- Poor Estimates



* <http://www.pmsolutions.com/collateral/research/Strategies%20for%20Project%20Recovery%202011.pdf>

Questions?

Thank You