

# Top 10 Reasons **NOT** to Use Project Management

## **Presented by:**

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# Top 10 Reasons NOT to Use Project Management

10. Planning is for wimps
9. Project organization isn't compatible with our culture
8. It is too much bother to understand customer requirements and document a lot of stuff
7. Everybody knows what to do already - we've done these kinds of projects hundreds of times before
6. Communication just happens
5. We don't want to stifle staff and technical creativity by imposing standards
4. We need to make everyone happy and that change control stuff just gets in the way
3. It's easier to fix things later
2. Who cares how other departments are affected?
1. PMBOK Shmimbock

# Top 10 Reasons NOT to Use Project Management

10. Planning is for wimps

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## 10. Planning is for wimps

- Adages and rules of thumb regarding the importance of effective planning include:
  - “He didn’t plan to fail, he just failed to plan.”
  - “Plan your work and work your plan. 80% of all problems can be solved in the planning stage, and you can prepare contingencies for the other 20%.”
  - “Ten minutes of planning can save you sixty minutes in crisis.” According to Steve McConnell, author of the "Software Project Survival Guide", the ratio is 250 to 1 for software projects. According to McConnell, every hour spent planning can save 250 hours of rework and crisis management in the implementation stage.

# Top 10 Reasons NOT to Use Project Management

## 10. Planning is for wimps

- Clearly defining a project and its goals is a critical first step in successful project management.
- While it may not always seem like it - good planning does not waste time; it saves time.
- A formal project planning process provides the following benefits:
  - The organized thought process leads to a more focused and realistic project schedule;
  - A more disciplined approach to defining specific project tasks and deliverables to meet project goals and objectives; and
  - Enhanced communication among project team members, between project teams, and with management.

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## 10. Planning is for wimps

- The project plan is a *narrative* document that fully defines the project.
- The project plan can, and should, be updated as project circumstances change.
- Specific items included in the project plan document are the project:
  - Mission
  - Scope
  - Approach
  - Assumptions and constraints (including dependencies with other projects)
  - Key milestones

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## 9. Project organization isn't compatible with our culture

- Not all organizations are accustomed to dealing with projects. This is like saying “Project success isn't compatible with our culture”. Can you imagine anyone making that statement?
- “Growth, change and projects go together”.
- This statement ignores the drivers behind what makes up the corporate culture to begin with. It is not a stagnant entity, but is made up of numerous dynamic components. Can you have an impact? You bet!



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## Six Phases of a Project

1. Enthusiasm
2. Disillusionment
3. Panic
4. Search for the Guilty
5. Punishment of the Innocent
6. Praise and Honors for the Non-Participants

# Top 10 Reasons NOT to Use Project Management

## 9. Project organization isn't compatible with our culture

- A project management culture is an environment that exhibits a healthy respect for the time and dollars spent on a project.
- Project management cultures can't be bought - they must be built from the ground up and driven from the top down within an organization.
- There are Six Principles of Productivity Management that lead to delivery excellence:
  - Define the job in detail;
  - Get the right people involved;
  - Estimate time and costs;
  - Break the job down;
  - Establish a change procedure; and
  - Agree on acceptance criteria.

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**WHAT'S WRONG WITH THIS PICTURE?**

# Top 10 Reasons NOT to Use Project Management

8. It is too much bother to understand customer requirements and document a lot of stuff

- Business requirements often change quickly and project managers must be fully aware of the issues at a business level at all times.
- Even a project that delivers the planned scope within time and cost targets may be deemed unsuccessful because its deliverables are no longer relevant to the business.
- Project managers must have a solid understanding of the enterprise's business objectives and requirements in order to continually measure progress in delivering what is required to meet the needs of the business.

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8. It is too much bother to understand customer requirements and document a lot of stuff

- Business needs that are not clearly defined are likely to result in project results that do not add value to the bottom-line or enhance business processes.
- Documented requirements serve three key purposes in projects in that they:
  - Form the basis for project deliverables, specifying operational needs and functionality;
  - Establish a consensus and common ground between project stakeholders and participants; and
  - Quantify expectations into specific results that can be given form and substance.

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- For any project, consideration needs to be given to the types of requirements to be defined. These include:
  - Business Requirements;
  - Functional Requirements;
  - Technical Requirements; and
  - Process Requirements.
- Requirements should be documented and all key stakeholders involved whether that involvement includes identification, review or approval.
- Once requirements have been defined, they should be verified and validated to ensure that they are aligned with the goals and objectives of the project.

# Top 10 Reasons NOT to Use Project Management

7. Everybody knows what to do already – we've done these kinds of projects hundreds of times before



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- Oh...so every project is exactly the same?? Okay...
- And the players are all the same?
- And the timeframe is the same?
- And the risks are the same?
- And the requirements are the same?
- And if you believe that.....

# Top 10 Reasons NOT to Use Project Management

7. Everybody knows what to do already – we've done these kinds of projects hundreds of times before
- Defining Roles and Responsibilities is one of the most basic...and essential...planning tasks.
  - Once defined for a particular kind of project, they can be “dusted off”, reviewed and tweaked for the next initiative, but unlike hula-hoops...

“One size does not fit all”

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7. Everybody knows what to do already – we've done these kinds of projects hundreds of times before

- Defining Roles and Responsibilities for every project provides:
  - Assurance that the team members understand what is expected of them as individuals;
  - Assurance that the individuals understand what is expected of other team members; and
  - Assurance that the key decision makers and stakeholders are identified by name.

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6. Communication just happens

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## 6. Communication just happens

- All this project management stuff should be obvious - it's just a matter of applying brainpower where it's needed.
- Meetings are great for your project, but creating meeting agendas are a big waste of time - you just have to go with the flow, call a meeting, and then ask people what they want to talk about.
- Randomly discuss issues as they come to mind. If people actually have the gall to ask what is going on, remind them that they are "narrow-minded and negative thinkers" who just don't get it.

# Top 10 Reasons NOT to Use Project Management

## 6. Communication just happens

- People who know what is going on almost always produce more than those who don't.
- Poor communication is one of the biggest reasons for projects that fail.
- In successful projects, communication just doesn't happen, it is planned for.

# Top 10 Reasons NOT to Use Project Management

## 6. Communication just happens

- Implementing a well-thought out Communications Plan helps to:
  - Manage expectations regarding the project;
  - Ensure the use of the most effective methods for sharing information;
  - Assure appropriate levels of communication are maintained with internal and external project stakeholders;
  - Provide relevant, accurate, consistent information at all times; and
  - Generate and sustain enthusiasm and support for the project.
- Effective and timely communication of relevant information to project team members, project stakeholders, and project sponsors serves to:
  - Provide a basis for ensuring that project results are in line with project goals and objectives;
  - Enable any required corrective actions to be identified and taken in a timely manner; and
  - Facilitate the identification of project dependencies.

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5. We don't want to stifle staff and technical creativity by imposing standards



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5. We don't want to stifle staff and technical creativity by imposing standards

- Does this sound like an “excuse” to you?
- Project Management disciplines have more to do with the “how” not the “what”.
- Standards are developed for consistency in project management, delivery and success - not to control the thought processes that create the content.

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5. We don't want to stifle staff and technical creativity by imposing standards

- Just the opposite is true when Project Management is performing at it's best!
- The staff is free to focus their energy on their own deliverables, because those deliverables are protected.
- How?
  - Requirements are defined, documented and signed off;
  - Roles and Responsibilities are understood;
  - The project timeline is defined, reported, and managed;
  - Project goals are met; and
  - Everyone is happy!

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4. We need to make everyone happy and that change control stuff just gets in the way

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4. We need to make everyone happy and that change control stuff just gets in the way

- “You can fool some of the people all of the time, and all of the people some of the time, but you can not fool all of the people all of the time.”
- Expect the unexpected - there is far more that we don't know and can't know than what we can anticipate.
- Anticipate that your team will learn something along the way that can and should change what you have promised and how you can deliver on your promises.

# Top 10 Reasons NOT to Use Project Management

4. We need to make everyone happy and that change control stuff just gets in the way
  - While certain changes can enhance and improve a project, excessive change can lead to problems if left uncontrolled.
  - Excessive project changes can overwhelm a project to the point where original benefits are lost, and the project can no longer be completed as expected.
  - Formal change control procedures are key to maintaining the integrity of the project scope and objectives while allowing for flexibility as the project progresses.

# Top 10 Reasons NOT to Use Project Management

## 4. We need to make everyone happy and that change control stuff just gets in the way

- The key to effective change control is to continually balance change requests against original project goals, ensuring enhanced value, without diminishing project schedules and results.
- Once a project is underway, changes should be kept to a minimum - on an “as needed” basis only.
- Change management is a risky, sensitive process that requires the combination and application of planning skills, communication, experience, logic, and common sense.

# Top 10 Reasons NOT to Use Project Management

3. It's easier to fix things later

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## 3. It's easier to fix things later

- Wow! Do we all recognize this mind-set?
- And it ***is*** a mind-set, usually not stated or articulated in these words, but it undermines many a project with it's insidious and habitual mantra.
- The horrible truth is that some managers have actually come to believe it, since it is a code they have been forced to live by because Project Management disciplines are ***not*** applied or enforced.



# Top 10 Reasons NOT to Use Project Management

## 3. It's easier to fix things later

- Now we must refer back to the previous slide on Planning that said “.....80% of all problems can be solved in the planning stage, and you can prepare contingencies for the other 20%”.
- “Later” is like “tomorrow”....it never comes - tomorrow we will be working on another project.
- By definition, a project has a beginning and an end; “fixing things later” causes projects to go on...and on...and on...and on...

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2. Who cares how other departments are affected?

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## 2. Who cares how other departments are affected?

- When building a house, the foundation must be laid before the framing can begin.
- Projects often have dependencies that affect other projects, processes, or departments in some way that must be accounted for.
- These dependencies should be defined during the planning stage and validated with the affected projects and departments that are impacted.

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## 2. Who cares how other departments are affected?

- Resources are often limited and care must be taken to ensure appropriate resources are available to do the work.
- People are not always available as scheduled – they may become ill, go on unscheduled leave, or get committed to another project and tasks originally assigned to them may not be completed on schedule.
- Project resources must constantly be reviewed and revised to stay on top of the schedule.

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## 2. Who cares how other departments are affected?

- The inability, unwillingness or inattentiveness of decision makers can also wreak havoc on project results.
- Project schedules can be severely impacted from key decisions not being made in a timely manner.
- Quality often suffers; key deliverables are missed; business goals and objectives may not be met; and the “Punishment of the Innocent” phase begins.

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1. PMBOK Shmimbock

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## 1. PMBOK Shmimbock

- All you really need is good old common sense, good instincts, and your lucky rabbit's foot.
- Don't worry about documenting agreements in a formal project charter, clearly describing team roles and responsibilities, or doing a thorough work breakdown analysis. After all, we know what we're doing and we trust each other.
- Thinking of getting a formal education in project management? You don't really need to know all that mumbo-jumbo about Gantt charts, WBS, cost analysis, etc.

# Top 10 Reasons NOT to Use Project Management

## 1. PMBOK Shmimbock

- Statistics from the Gartner Group indicate that 30% of IT projects never come to a fruitful conclusion.
- On average 51% exceed budget by 189% while only delivering 74% of the originally stated functionality.
- Factors driving this poor performance range from severe lack of disciplined project management to lack of communication between the IT organization and business units.



# Top 10 Reasons NOT to Use Project Management

## 1. PMBOK Shmimbock

- The Project Management Body of Knowledge (PMBOK) represents exactly what the name implies.
- Just as information is not knowledge, PMBOK is not just information.
- PMBOK provides project managers with the tools, structure, and discipline to achieve successful project results; however, it should be remembered that project management is also an art that requires practice to become proficient.

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## Conclusions

- What have we learned?
- We have learned that if we:
  - Don't plan...
  - Don't organize our projects...
  - Don't understand requirements...
  - Don't define roles and responsibilities...
  - Don't communicate...
  - Don't enforce project standards...
  - Don't manage change control...
  - Don't meet project goals and objectives...
  - Don't understand dependencies...
  - Don't incorporate PMBOK into project management efforts...

# Top 10 Reasons NOT to Use Project Management

## Conclusions

- Then you can expect your projects to end up going where these guys are going.....



**NOWHERE!!!**

# Top 10 Reasons NOT to Use Project Management

Q & A