THE SEVEN DEADLY SINS OF PROJECT MANAGEMENT

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PROJECT / PROGRAMME CONSULTANT

CURRENTLY SKULKING IN CAMELOT
Many others who play their part

Many others who benefit from effective project management

Many others who struggle as a result of poor project management

Sinful project managers

Project managers trying to do the job properly

You are Great people

AND
Me

Just an ordinary geezer

Experiences include

Consultancy, programme management, project management, line management, project support, business analysis, lecturing

Public sector, private sector, currently Camelot, previously Post Office, Atkins, MOD, others

My thoughts

Hope they will be useful
The seven deadly sins

My seven deadly project management sins

Each sin examined followed by consideration of corresponding virtue
The seven deadly sins

IM GOING TO DESCRIBE EACH PROJECT MANAGEMENT SIN AND THEN DESCRIBE THINGS TO OVERCOME THIS SIN
These are my seven deadly project management sins

1. Stakeholder disregard
2. Planning avoidance
3. Poor leadership
4. Ineffective documentation
5. Risk neutrality
6. Benefit ineptitude
7. Interface negligence
Stakeholder disregard

Stakeholder

Individual, group or organisation, with interest in or influence over our project

Stakeholders are nuisances

They have expectations

Some project managers ignore them – perhaps in the hope they’ll go away!!!

So what

Stakeholders will make life unpleasant if they don’t get what they want

Poor stakeholder management will result in project disaster
Stakeholder nourishment

Stakeholders are very busy
They all want different things
Different groups like to be treated in different ways

GOOD STAKEHOLDER MANAGEMENT

Makes sure
You get the right contribution from all key people
All feel they have a part to play
All play that part
All feel they are important
All are determined for the project to succeed

FOCUSBING ON STAKEHOLDERS

Link is the communication plan
Part of Project Initiation Document
<table>
<thead>
<tr>
<th>stakeholder</th>
<th>Needs &amp; expectation</th>
<th>Information required</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Needs during delivery</td>
<td>Information required</td>
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<td>Information provider</td>
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<td></td>
<td>Expectations from final outcome</td>
<td>Frequency of communication</td>
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## Likely Stakeholder groups

<table>
<thead>
<tr>
<th>VIRTUE 01</th>
<th>Likely Stakeholder groups</th>
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<tbody>
<tr>
<td>Customers</td>
<td>Beneficiaries</td>
</tr>
<tr>
<td>Departments</td>
<td>Developers</td>
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<tr>
<td>Employers</td>
<td>Government</td>
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<tr>
<td>Project board</td>
<td>Employees</td>
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<tr>
<td>Operational staff</td>
<td>Suppliers</td>
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<tr>
<td>Shareholders</td>
<td>Project team</td>
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<tr>
<td>Project managers</td>
<td>Steering groups</td>
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<tr>
<td>Team managers</td>
<td>Directors</td>
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<td>Media</td>
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<td></td>
<td>Partners</td>
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<td></td>
<td>Staff</td>
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<td>Press</td>
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<tr>
<td>Junior management</td>
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<tr>
<td>Middle management</td>
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<tr>
<td>Programme team</td>
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<td>Specialist groups</td>
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<td>Trade unions</td>
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</tbody>
</table>

### Delivery of information – different ways

- Periodic report
- One off report
- 1 to 1 briefings
- Group briefings
- Exhibition
- Video
- CD
- Notices
- Press
- Media
- Web site
Planning avoidance

WHEN WILL WE NEED PEOPLE
CAN IT BE DONE
HOW MUCH WILL IT COST
HOW LONG WILL IT TAKE
LETS NOT BOTHER
LETS JUST DO IT
LETS JUST DO WHAT

The result of poor or no planning

BUSINESS DOESN’T GET WHAT IT WANTS
COSTS SOAR
PEOPLE WORK ALL HOURS PRODUCING OUTPUT OFTEN NOT USED
CUSTOMERS AND CLIENTS LOSE FAITH - AND GO ELSEWHERE
Meet team managers individually

By assembly of Product breakdown structures

You have idea of what they are to deliver

They have a better idea

Together identify major deliverable(s)

Diagram of hierarchic decomposition of final project deliverable into component parts

Identify how major deliverable breaks into components

Now document the purpose and quality criteria for each deliverable.

You have idea of what they are to deliver

Together identify major deliverable(s)

Now document the purpose and quality criteria for each deliverable.
VIRTUE 02

Effective Plan

Product Flow Diagram

A diagram showing the order in which products are produced

Works well when done collectively as a workshop with the teams who are expected to deliver different elements of the project.
Poor project management leadership

Some Symptoms

- No concern for those on project
- Takes credit for all the teams do
- Blames project workers when things go wrong
- Does not show thanks for achievement
- Does not stand up for those on project
- Is yes man to senior management
- Focuses on own career, never that of others
- Over-rules the views of others
Good project management leadership

Doing the right things
- Give guidance
- Communicate
- Take an interest
- Recognise achievement

Get to know project workers
- Find out what motivates the team
- Know and act on aspirations
- Give responsibility & challenge

With effective leadership
- Project workers
  - Will enjoys work
  - Responds to challenge
  - Looks for job satisfaction
  - And be self motivated
Ineffective documentation

There is much important project documentation - important for project success

Such as plans –like the project initiation document

A naughty project manager’s wicked thoughts

No one reads it anyway

As soon as we start my project board will change their mind

I’ll just cut & paste someone else’s document

I’ll bulk it out with lots of irrelevant material from elsewhere

Not sure what goes in the document - so won’t bother?

Don’t want to mess it up and be regarded as a joke!

If I leave it long enough - there’ll be no need!!

Someone else will end up doing it!!!
Focused documentation

Only produce a document if it is relevant

Only complete sections of a document which are relevant

If document & sections are relevant – then do properly

Focus on ....

...purpose of document

...those who will use document – will they understand it

...criteria document is to achieve

...project and aspects important to project

Has it achieved its aim

Will it contribute towards project success
Risk Neutrality

Taking a bureaucratic approach to risk management

Perhaps assembling enormous risk logs without doing anything about risks documented

Hiding important risks in the midst of plenty of trivial ones

The risk that destroyed the project was the one we had at the top of the risk log - knew we should have done something about it
VIRTUE 05

Risk pro-activity

<table>
<thead>
<tr>
<th>RISK ID</th>
<th>RISK DESCRIPTION</th>
<th>PROBABILITY</th>
<th>IMPACT</th>
<th>PROXIMITY</th>
<th>COUNTERMEASURE</th>
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</thead>
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SORT THE RISK BEFORE IT DESTROYS THE PROJECT.

DO SOMETHING ABOUT RISKS.

BE PROACTIVE NOT REACTIVE

ACTION, ACTION, ACTION.
Benefit ineptitude

To pay little or no heed to a project’s business case

Not documenting costs and benefits in sufficient detail.

Not later checking whether benefits have been achieved or not

Not documenting lessons to be learned where benefits are not achieved.

**DOING PROJECTS WHICH AREN'T WORTH DOING**

**NOT DOING PROJECTS WHICH ARE WORTH DOING**

**DOING PROJECTS WHICH ARE SOMEONE'S PET IDEA**

**CONTINUING PROJECTS WHICH CAN NO LONGER BE JUSTIFIED**

NON ACHIEVEMENT OF BENEFIT

LEADS TO

BUSINESS DISASTER
**VIRTUE 06**

**Benefit Focus**

**Benefit Identification**

Benefits depend on - Cost, gain, risks, likely changes, proximity

Each benefit can be documented.

**Project Progress**

Regular updates – changes in costs and benefits as project progresses.

**Checking Benefits**

After project delivery when benefits are expected check for existence of benefits.

**Lessons Learned**

Document lessons to be learned where benefits are not achieved.
Benefit Focus

ACHIEVEMENT OF BENEFIT

LEADS TO

BUSINESS SUCCESS
Interface negligence

To manage the project pretending that it’s surrounding environment can be ignored is

**foolish**

The project has many interfaces – other projects, the programme, organisations, processes, systems, technical architecture

Not managing these interfaces will lead to subsequent disasters
What is nature of dependency - products or resources. Who will manage

Likely project is part of a programme – shared resource? Projects integrated to deliver programme goals

How does business manage projects – ways of working? – pain in doing things different to normal way – process thought through to meet business requirements

These may be suppliers providing output, stakeholders with interests, customers receiving input – who’s providing what when – do they work in a different way?

What are business demands with regard to corporate technical requirements

data imported from other systems; exported to other systems; format; security?

OUR PROJECT

SYSTEMS

TECHNICAL ARCHITECTURE

ORGANISATIONS

PROCESSES

OTHER PROJECTS

PROGRAMME

VIRTUE 07
Summary - seven deadly project management sins

SIN 01 Stakeholder disregard
SIN 02 Planning avoidance
SIN 03 Poor leadership
SIN 04 Ineffective documentation
SIN 05 Risk neutrality
SIN 06 Benefit ineptitude
SIN 07 Interface negligence
SUMMARY – THE SEVEN NOBLE VIRTUES

VIRTUE 01
Stakeholder nourishment – communication plan, different groups, different deliveries

VIRTUE 02
Effective Plan - product breakdown structure, product flow diagram

VIRTUE 03
Good project management leadership

VIRTUE 04
Focused documentation – contributes towards project success

VIRTUE 05
Risk pro-activity

VIRTUE 06
Benefit Focus – identification, value update, subsequent checking, learning

VIRTUE 07
Interface control – projects, processes, organisations, systems
THE END

ANY QUESTIONS