**Introduction:** Project failure - we've all been there at some time or other, either as part of the project team, or as the Project Manager. It's a fact of life in Project Management, but one that no-one likes talking about! Learning from your mistakes is one thing, but why do projects fail? Of course there are almost as many reasons for failure as there are types of project, but this collection of articles distils hopefully useful information on failure across all disciplines – IT, ERP projects, construction, finance, etc. The reasons vary from personnel issues and unsupportive culture to flawed methodology, inadequate planning, bad stakeholder expectation management, and poor risk management. The common denominator seems to be – once again – that good communication skills will greatly reduce the risk of project failure.

   **Keywords:** ERP; enterprise planning systems; success and failure.
   **Abstract:** Development of Enterprise Resource Planning (ERP) software packages during the past decade has turned the enterprise software market into one of the industry’s hottest and most volatile segments (Davenport). This article looks at critical success factors and also why some ERP projects have failed.

   **Keywords:** software; bespoke software; IT; information technology; project failure; project success.
   **Abstract:** The failure rate of IT projects is reputed to be unacceptably high. Why, and how can this trend be reversed with bespoke software projects?

   **Keywords:** project failure.
   **Call Number:** AIPM ARTICLES COLLECTION - 247, 249, 250, 251, 253, 280
   **Abstract:** These articles introduce a series about the causes of project failure. The series will explore many of the common causes of failure, with an emphasis on mitigation of the associated risks. Perhaps by understanding the causes of failure we can avoid pitfalls when they appear "unexpectedly." This installment presents the top 10 reasons your project meets an unfortunate ending.

   **Keywords:** business failures; methodology; project failure.
   **Call Number:** DAO6
   **Abstract:** How often have you yearned for some straightforward, unconditional, hardcore advice that you can interpret and act on without 20 years of project management experience to help your assessment? Information you can take to the project management bank! After many years of specifying processes, tools, and techniques appropriate for a specific project environment, Robin Hornby started to think seriously about the people side of the issue. One conclusion was something that project managers don't want to hear--projects often fail because project managers make mistakes! Hornby believes that by naming these mistakes, we can recognize and learn to avoid them in the future.

   **Keywords:** troubled execution; project strategy; risk management; government; defence; project success; project failure; case studies.
   **Abstract:** Choices made early in a project determine future success. Missteps in early phases will cause trouble later in the project's life cycle. The US Air Force's acquisition of the T-3A "Firefly" trainer was just such a troubled project. Rather than develop a new aircraft, the Air Force decided to save time and money by buying a commercial off-the-shelf (COTS) trainer. But significant aircraft modifications undermined the integrity of the COTS strategy. This paper suggests four project lessons: any project must be managed as a system of interrelated parts; a project strategy must be flexible to accommodate changing circumstances; testing must be done in realistic environments; and concurrency carries with benefits and dangers.

   **Keywords:** corporate culture; organisational culture; project success; project failure.
   **Abstract:** You have assembled a highly skilled technical team. After a long search, you have hired an experienced project manager to ensure the project is tightly controlled. Through careful budgeting, you ensure that appropriate funding is available. Do you think you have mixed a recipe for a successful project? Think again - a primary factor that may determine the success or failure of your project is your corporate culture.

   **Keywords:** Aerospace; Infrastructure; Aviation; UK; Communications; Project Success; Project Failure.
   **Abstract:** What went wrong with the project to build a state-of-the-art air control center handling traffic enroute in UK and North Atlantic airspace?
Keywords: Project Management Care; Project Success; Project Failure.  
Abstract: How often do companies really learn from their mistakes or successes? How much effort is wasted just because lessons are not learned, not identified or just ignored?

Keywords: Critical Failure Factors; Information Systems; Project Planning.  
Abstract: The rate of information system project failure remains high in comparison with other high-tech projects. The objectives of this paper are firstly, to create a systemic framework that is broad enough to represent a wide range of possible factors that may impact systems performance; and secondly to use the framework to delineate and assess the impact of different classes of influencing factors. The proposed framework is a triple-system(S) model comprising a set of three sub-systems of strategic project planning and delivery process, the organisational contexts and a formalised technology-enabled information system. A Singapore-based survey is conducted to determine which failure factors are perceived as the most influential based on the respondents experience in a major "failed" project. the triple-S framework then delineates these influencing factors for analysis, which in turn generates further insights and focuses.

10. Weaver, P. Vanquishing PM Nightmares. Employing experience, knowledge and lessons learned can put troubled projects to bed on time and under budget. PM Network 16(1), 40-43. 2002.  
Keywords: Risk Management; Lessons Learned; Knowledge Management; Project Success; Project Failure.  
Abstract: The author looks at what a project manager can do to recognise warning signs when a project is going awry and what they can do to avert the danger. Looks at setting up early warning systems and effective recovery techniques.

Keywords: project planning; quality assurance.  
Abstract: Faulty planning will result in project failure, and high-quality project planning increases the project's chances of success. This paper reports on the development and application of a new model that helps organizations to assess the quality of project planning. The model is based on both the abilities required of the project manager and the organizational support requirements. The model was applied in nine organizations, where weak areas in planning were identified and analyzed.

Keywords: innovation; competence; project failure.  
Call Number: CON 39  
Abstract: Over the past 50 years project management has evolved and developed a powerful portfolio of tools and techniques and rich body of knowledge. Yet in spite of all this development and maturity, project failures outstrip project successes by a wide margin. If doctors suffered as many failures as project managers, they would be put in prison. This paper examines three core areas for project management failures and provides reality-based strategies and recommendations for improving the success potential for all types of projects.

Keywords: stakeholders; Stakeholder Map; project success; project requirements; project expectations.  
Call Number: ART228  
Abstract: If stakeholder expectations are not actively managed during the course of a project, then the risks for partial or total project failure increase.

Keywords: project portfolio management; IT; information technology; program management.  
Abstract: Are you doing the right things, or are you just doing things right? Aligning information technology (IT) investments with constantly shifting business goals and priorities continue to be a major challenge for IT managers. In spite of the best efforts of management to improve project success, an unacceptable number of IT initiatives continue to either fail short of, or simply miss their target completely. There is no end to the variety of factors that can contribute to project failure and, as a result, IT organizations have invested heavily to improve the predictability, productivity and quality of their output. While techniques such as estimating, risk assessment, process management, deliverables management and project management improve project execution, they fail to address the more critical issue of investment selection and improving IT performance. In short, these measures focus on "doing things right" while, in many cases, the bigger challenge facing IT organizations is in "doing the right things". This session walks you through a proven and repeatable process for establishing and continuously improving project portfolio management and optimization. In addition, the session presents an exercise to create an initial project inventory, to analyze the inventory, to optimize it and to mobilize your portfolio.

Keywords: Competence; Professionalism; Competencies; business projects; project success; project failure.  
Call Number: CON 37  
Abstract: Business projects are defined as a unique set of activities exploited to improve the performance of organisations. This paper examines why these type of projects generally don't deliver the planned results.
16. Lloyd V. Lessons to be learned from the public sector. Strategies for successful project delivery. Project Challenge 2002; 2002 May 2; AIPM. UK: Association for Project Management; 2002. Keywords: Project Management; Conference; Project Delivery; Public Sector. Call Number: CON 35 Notes: 2 volumes. Abstract: This paper is based on work the author did on why some projects fail, despite being managed by good people and having mature processes.

17. Hornby R. PMBOM! A guide to the project management body of mistakes. PMI Seminars and Symposium Proceedings 2002; 2002 Oct. 3-2002 Oct. 10; AIPM (CDRom). USA: PMI; 2002. Keywords: errors; project failure. Abstract: How often have you yearned for some straightforward, unconditional, hard core advice that you can interpret and act on without 20 years of project management experience to help your assessment? Information you can take to the project management bank! Accustomed to both delivering and receiving complex analyses of project failure reasons and soon-forgotten lessons learned, Robin is delighted to provide an antidote.

Today, he is announcing the first edition of PMBOM!, the guide that tells project managers what they don't want to hear. Their projects fail because they make mistakes! Although you might feel like sitting out of sight in the back row at this presentation, Robin will nonetheless engage your participation to validate the countdown of the project management top ten mistakes.

18. Chism MT. APPS assessment method. PMI Seminars and Symposium Proceedings 2002; 2002 Oct. 3-2002 Oct. 10; AIPM (CDRom). USA: PMI; 2002. Keywords: automotive; engineering; labour productivity - evaluation; business failures; project failure. Abstract: Negative project events occur in projects. Whether internal or external to the project, they require adjustments to schedule and cost. APPS Method attempts to capture the effects of a negative project event. It provides a method to obtain a productivity index, which can then be applied in “what-if” scenarios and allow plans to be adjusted or alternative plans created.

19. Casper CM. Using emotional intelligence to improve project performance. PMI Seminars and Symposium Proceedings 2002; 2002 Oct. 3-2002 Oct. 10; AIPM (CDRom). USA: PMI; 2002. Keywords: emotional intelligence; project performance; project failure; EI. Abstract: Projects do not fail; people fail. Ninety percent of the critical success factors for project implementation can be enhanced through the application of emotional intelligence (EI). This abstract shows how to use EI to create a project environment where individuals can motivate themselves and maximize their potential for problem solving, team alignment, clear communication, leadership, and strategic decision-making.

20. Boehm P. The key to success and liveliness in projects - appreciative inquiry. 16th IPMA World Congress on Project Management, Berlin 2002. Papers of the Special Interest Groups; 2002 June 4-2002 June 6; AIPM. IPMA; 2002. Keywords: Competence; Professionalism; Core Skills; Appreciative Inquiry; AI; Project Success; Project Failure. Call Number: CON 37 Abstract: A presentation that looks at success and failure in projects, the human key-factors for project success, the principles and tools of appreciative inquiry (AI), shaping the human key-factors with AI and the effects and results of AI in projects.

21. Horton T. Getting IT right. Project 2001;14(5):15-6. Keywords: information technology; contracts; controls; project failure; contract management. Abstract: IT project failures are becoming commonplace and are frequently making national headlines. IT projects from the largest and most visible to the mainstream traffic of everyday commercial enterprise are delivered late, collapse due to escalating costs, fall short of customer expectations or simply never get off the ground, argues Terry Horton.

22. Fitzgerald D. Project cancellation: A proactive alternative to failure. ESI Horizons 2001;3(4):3. Keywords: Project Failure; Project Success; Project Cancellation. Abstract: By looking at two common causes of project failure, a project manager should be able to answer the question, "at what point in a late, struggling, over budget project should a project manager decide that enough is enough, and recommend terminating the project". Although extreme one method of avoiding project failure is by cancelling the project prior to its completion.

23. McGreal K, Moseley J. Office matters (PMO). Project 2001;14(2):33. Keywords: programme management; teams; stakeholders. Abstract: Is a Programme Management Office a help or a hindrance? Does it bring structure, consistency and clarity to complex programmes or act as a disengaged bureaucracy in a world of its own? Why do programmes all too often end in failure? The authors say we need to rethink the way that PMOs are structured, the way they work and the way they are perceived.

24. Corbin DH, Hamerly R, Knight Kenneth. Project management of project reviews. PM Network 2001;15(3):59-62. Keywords: IT; Information Technology; Information Systems; IS; Assessment; Review. Abstract: Looks at the review and assessment of projects and how chaotic and uncertain this can be.

**Abstract:** Project-based organizations, if they are to flourish, must learn from one project to the next. But we can observe in practice that project failure and success are rarely analysed by individual companies, and learning just doesn't happen. As Gordon McMaster recently pointed out in *PM Network*/*PM Network*/*PM Network*, plenty of data is collected, but information isn't collected and lessons aren't learned. Frequently this is because the next bid and the next project are pressing and too urgent to leave time to reflect. But it is particularly so because there is no structured routine way of analyzing projects so the organization can draw lessons and learn for future projects. The author can't even find a mention of *"lessons learned"* or *"post-mortem"* in the *PMBOK®* Guide/1>.

This paper will describe the work of a team that has been involved in post-mortem analysis of a range of projects over the past 8 years, for the purposes of preparation of Delay and Disruption (D&D) claims. The projects have been in a range of industries, including railway rolling-stock, aerospace, civil engineering and shipbuilding, and have been situated in Europe, Canada, the US and the UK. The total value of all the claims they have been involved with now well exceeds Can$1bn and the claims have met with a significant degree of success; some have been described in the literature.

These claims entail a detailed analysis of the behaviour of large complex projects, and the team has to be able to trace complex sets of causal links from actions taken by the parties through the dynamic behaviours set up within the project and to understand and quantify the resulting effects. The team uses specialist decision-support and group-decision-support software tools for use with teams of managers (*"Decision Explorer"* and *"Group Explorer"*), which were developed through the work of Eden and Ackermann. This has been found to be highly time-efficient, using people most effectively. The qualitative maps developed from these form the input to quantitative models, in particular using Systems Dynamics, to understand the behaviours of the project and quantify the end-effects of problematic issues within the project (often significantly greater than intuitively expected).

 Plenty of lessons have been learned from this experience, about the behaviour of complex projects in general, and about projects in the client’s domain in particular. (Some of these lessons have been incorporated into a sophisticated business game played by senior executives to help instill the learning). Furthermore, the experience of these claims led the team’s major sponsor, Bombardier Inc., to award the team a research project (of the order of $0.5M) to investigate how to use this knowledge to develop methods and tools that could help assess and manage risk in large complex projects, quickly providing one set of learning for future projects.

The primary aim of this paper, however, is not to claim that this is the best way of carrying out post-mortems, but to start a debate on
*do we agree that post-mortems are important?*
*why don’t we carry out post-mortems in practice?*
*what’s the best way to carry them out (both most informative and most efficient)?*
*how can we learn from each project for the next project *both the easy lessons and the more complex non-intuitive behaviours of our projects?*


**Abstract:** How many of us are guilty? We stampede along chasing our projects at the speed of light driving them through execution. Our foreheads sweat profusely; our lungs gasping for the next breath. And, just as we see that light at the end of the tunnel, BAM! We find ourselves extracted from this chase only to be thrown into to the next one - no time for lessons learned. No opportunity for post implementation reviews with the stakeholders. Project knowledge is not extracted and learned from. Our eyes are always focused on where we are going; never where we have been. We’d never consider driving our automobiles without rear-view mirrors, and yet we seem to always drive our projects that way.

In a perfect world, we would do the kind of post-project assessment that we know we should. In theory, we recognize that it is the projects down the road that benefit from those lessons. So, why don’t we execute lessons learned more often?

Time. It is legal tender in its own right. It’s a time-to-market issue, we say. There's money to be made. We have no time to look back; we have another roadrunner to chase! Deeper still, many of us use the excuse of time to cover up the bigger excuse. Fear. Modern business doesn’t always encourage shining the light on those dark, shadowy corners of our projects. Admitting to inadequacies of weak estimates, non-existent risk planning, and poor requirements gathering would be sabotage to our egos, our organizational self-image of invincibility.

But, our responsibility as project managers goes deeper than just the organizational lessons learned; it also needs to occur at the individual level. If we are truly to call ourselves professionals of the project management discipline we must be committed to taking a personal inventory of ourselves; we must consider our weaknesses and strengths before we can maximize that knowledge to benefit us on the next project.

And, since it’s always easier to point the finger of evaluation at someone else, let’s consider a project manager not unlike ourselves - Wile E. Coyote. Certainly, he had a clear goal - to catch the roadrunner. And, he undertook many projects to achieve this objective. All of them were miserable failures by most standards. We can learn from Wile E.’s mistakes. And, we can learn from those things that Wile E. did do well. Yes, he did some things very well, indeed. Let’s take a look at what Wile E. would have written in his project memoirs as lessons learned and how we might find value for our own projects.
Lesson One
"Executing my projects without a risk plan is just too risky. Risk management protects the interests of my project as well as the financial impacts of failure to the business."

Lesson Two
"Not reacting to change in a prompt, consistent manner only finds me under the shadow of a falling boulder. I need to set better expectations for responding to change and implement procedure consistently."

Lesson Three
"Sometimes it's a better idea that I "pull the plug" on a project before I execute it."

Lesson Four
"My own self-worth is mutually exclusive from the project's worth. I do not tie my individual success to the project. Maintaining this separation is healthy and necessary."

Lesson Five
"I am persistent at achieving my goal and committed to never doing the same wrong thing twice."

Committing to Our Own Lessons Learned
Reflection is a necessary part of learning, and our responsibility is to both set an expectation for project lessons learned and to execute capturing this information. Additionally, we must be committed to a review of ourselves as project managers so we can continue to grow and mature in our discipline.

Projects require a good upfront plan to get things started. The team is formed, the project is launched through a kickoff meeting and then the project begins to move forward. Despite the efforts of the team, the talent of the project manager, and well designed plans, sometimes things go wrong. Sometimes the plans are not as complete and well thought out as they were believed to be. A project, or the project team, may experience major changes, interruptions, or significant turnover of key personnel. All of these items will impact the health of the project. There is no one simple formula that can be used to prevent projects from becoming unhealthy but there are techniques that can be used to bring many projects back to health. The project start-up process is the first place to look. How well was the project planned? Does the team diagnose the symptoms, develop strategies for treatment and then monitor the project through recovery.

These two key items are neglected in many cases due to pressure to make unrealistic milestones. The project reviews, usually done by someone outside of the main project stakeholders, will help the team identify where problems may be developing and can be used to diagnose treatment. Using some of the terminology and techniques used in an ER (emergency room) this paper will focus on treating a project from its initial triage to the treatment required to bring the project back to health. A project will be treated as a patient who needs special care. Techniques are needed to identify the real problem, which in many cases is hidden by other less serious but more visible problems. CPR or Critical Path Resuscitation can be used to identify problems, diagnose the symptoms, develop strategies for treatment and then monitor the project through recovery.

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Projects are rarely initiated by project managers. Often, staff in the organization develop concepts and ideas. The project
Ensuring project success in a changing world contd...

manager is appointed when the work of defining the business need for the project is well developed. The benefits have been identified and the focus of thinking moves to the deliverables that will achieve the benefits. And then to how the deliverables will be created.

This is the first pitfall for the project manager. A focus on deliverables and the execution of the project not benefits.

The second pitfall is that the benefits may be poorly understood. This is particularly the case in IT, where the subject matter can be abstract. (Examples, such as automating processes). The staff developing the requirements of the work may not be able to clearly articulate what they want. This may be because they are not aware of the potential of the system to help them. Or because their requirements evolve as they develop a better understanding of their needs and the possible ways these needs may be met. Expect the benefits and requirements to change. Use techniques such as producing prototypes early to drive the evolution of the requirements.

The third pitfall is that the business environment will change. As it changes, the requirements and the benefits of doing the work will change. A project manager who does not understand the benefits cannot understand the impact of these changes on the benefits the project is expected to deliver. And thus the impact on the project.

Expect the benefits and requirements to change. Speed is essential; have the project work deliver early benefits where possible. And recognize that if the benefits can no longer be realized, there is good reason to stop the project promptly.

Project managers can avoid these three pitfalls by understanding the benefits of their project and how changes affect the benefits. Think benefits. Successful projects can be more successful. And doomed projects can be terminated quickly with clear reason.

   Keywords: project office; PMO; Project Management Office; implementation; project failure; IT; information technology.
   Call Number: ART235
   Abstract: The author looks at how many projects, particularly IT, fail and how the implementation of a Project Office can help to avoid costly project failures.

    Keywords: Communication; Project success; Project failure.
    Abstract: The implementation of projects and project management can succeed or fail, depending on the level of effective communication between people in organisations. So how do you improve communication between people and encourage them to initiate more effective communication?

    Keywords: Construction - Electrical transmission substation projects - Recurring problems - Success/failure - Studies.

    Keywords: Project success/Project failure.
    Abstract: Looks at the persistent use of "stupid project management", and why project managers blame all sorts of things except themselves for project failure.

33. Lindkvist M. What makes a project successful: a vendor's perspective. Though the customer writes the history, there are times when vendors of IT projects could do better. Australian Project Manager 2000;20(2): 12-3.
    Keywords: Information systems - IT - Success/failure - ERP system implementation - Vendors perspective - Project definition - Organisational issues.

    Keywords: global communications technology; IT; information technology; project failure; terminations.
    Abstract: Project terminations are decidedly unplanned, often unexpected and always traumatic. Although some failed projects are beyond salvage, many of those that are terminated could have had a chance at survival if the Project Manager had been able to anticipate the termination decision and take the appropriate action to forestall the event.

Objective
Written by project managers for project managers, this paper provides a background to terminated projects, identifying the underlying causes of failure, and postulating a premise that every project has a tripwire - a "critical factor" - which, once exceeded, will precipitate a termination decision by the affected stakeholder. The ability to identify and monitor this critical factor will help Project Managers be more aware of the status of their project and hopefully better prepared to take the necessary action to stave off termination.

Background
From research done by The Standish Group in 1995 and more recently with a study performed by KPMG Canada in 1997,
the top three reasons projects fail are poor project planning, a weak business case or a lack of top management involvement and support.

But not all failing projects are terminated. Some recover while the more unfortunate ones limp along to an inglorious and ignominious end. Those that are terminated suffer one of four fates: extinction, addition, integration or starvation. Yet the literature on project terminations is sparse and very few Project Managers are willing to talk about their project failures. Regrettably, even fewer are prepared to share their knowledge and the insights gained through their experience with others who may unknowingly be about to experience a termination at first hand.

The Termination "Tripwire"

From a systemic perspective, the reasons for project terminations can be classed in a number of categories. These categories are: Technical and Technological, Economic and Financial, Environmental, Organizational, Resources, Risk, and Programmatic. Each category has one or more factors, such as a skill shortage in resources or a cost overrun in financial that possess thresholds below which a termination decision is inevitable. Invariably, there is one tripwire factor, referred to as the "critical factor", which attracts stakeholder attention once its threshold is exceeded and precipitates the termination decision. It is here, at the factor level, that the Project Manager has the greatest opportunity to address stakeholder concerns before they reach an irreversible point.

The Challenge

The challenge for any Project Manager with a project in trouble is to accept the fact that he/she is in difficulty, identify the root cause or causes of the problem and isolate the "critical factor" that may lead to project termination. This paper takes up this challenge by: providing the Project Manager with a methodology and toolset that can be applied to a failing project. Specifically, the paper:

*Identifies a number of factors within each category that should be monitored;
*Establishes a measurement scale for each factor;
*Postulates thresholds; and
*Applies a decision analysis tool to prioritize each factor.

Armed with this knowledge and realizing that this is an ongoing process, not unlike that of risk management, the Project Manager can monitor the critical factor and take action to keep the factor above its termination threshold.

Conclusion

With all the implications of a terminated project in terms of lost revenue, reputation and resources, it is in every Project Manager's interest to identify the project's critical factor and monitor it closely throughout the project. In almost all cases, the Project Manager is in a position to directly influence and forestall a termination if he/she is aware of the potential for failure and its root cause. A heightened awareness of where the project can go wrong, what the project's critical factors are and what thresholds need to be respected will prepare Project Managers for taking whatever action is necessary to stay one step ahead of "The Terminator".


Keywords: critical chain; project failure; project success.

Abstract: Outlines five major reasons why projects fail and how critical chain solution can help overcome these problems.


Keywords: project success; project failure.

Abstract: This paper highlights the common factors that prevent success, and likewise explains options for project and organisational management to improve project success. The paper includes discussion on project management styles, the signs of project failure, creating a supportive environment, the common 'sins' to avoid, and what characteristics successful project managers and projects exhibit. The majority of these 'sins' can be detected, corrected and avoided, and if countered by the 'saving graces', the chance of project success and so maximise the organisations investments can be dramatically improved.


Keywords: information systems; software; IT; information technology; initiation; success factors.

Abstract: It's been said the potential for success of a project is determined on the very first day. While perhaps slightly overstated when placed in the twenty-four hour timeframe, the launch or staging of a project and near-immediate establishment of a project environment supportive of the dynamics of a large scale project initiative will often determine whether or not a project has the potential for success. Stated different, a project launched poorly in an environment non-conducive to supporting it will invariably fail, despite the subsequent and perhaps heroic efforts of project management and project team personnel.
Staging a project - are you setting your project up for success? contd...

Despite the criticality of a good project launch, and despite general realization by project managers of its importance, surveys of troubled projects continue to identify ineffective project startup as one of the root causes of project failure. This paper (and presentation) will first establish why a successful project launch is so challenging, despite what are often tremendous efforts by project management to establish the project on 'the right footing'. More importantly, it will provide a project initiation framework in the form of project start-up "must haves and must do's" to guide project managers through the often-chaotic initial staging of a project. This Project Start-up Checklist is appropriate to projects of various types, performed in various contexts (internal/external/consulting engagement; public or private sector), and is independent of project size or organizational culture. By providing a relatively succinct 'checklist' of key items to address in Project Initiation, project managers can plan their project start-up to ensure what needs to be done gets done in the relatively short project start-up 'window'.

The Project Start-Up Checklist consists of ten items, each of which will be identified, defined and qualified in the paper. Each checklist item is positioned as the responsibility of the project manager to effectively execute, with qualification as to why each is deemed so critical by the presenter to complete or establish very early in the project life cycle. Because time is always a factor on projects, exacerbated by the need to establish a healthy project environment quickly (upon which the execution of project control processes is often predicated), applied and proven techniques, approaches, and tips to support the timely completion of each item on the Project Start-Up Checklist will be included in the actual Conference presentation of the paper. It will be presented with a number of discussion points wherein the audience will have opportunity to provide comments confirming the fundamental importance of the items presented in our Project Start-Up Checklist, as well as confirming the applicability and practicality of the techniques presented.

This paper takes a very pragmatic approach to executing a successful project start-up, with information garnered from many projects in multiple organizations. It does not take the 'in the perfect world' position which typically suggests the completion of a comprehensive set of deliverables in Project Start-up before Project Execution may commence. The fact is projects are more-often-than-not initiated in a rather ill-planned (i.e. from a business not project planning perspective), chaotic fashion, and typically with immense pressure placed on the project manager to 'get going on the real work at hand'. The material presented will not only assist project managers in surviving the project start-up, but doing so in a manner which sets the project up for success while building project management credibility in the process.


40. Sabanski M. Just say No! The Art of Strategy. Project Management - Creating Solution. AIPM 1999; AIPM. Sydney: Australian Institute of Project Management (AIPM); 1999. Keywords: Project Failure; Project Manager Burnout. Abstract: The environment in many business organisations is incompatible with the requirements of projects, and consequently many projects are bound to fail. The consequence of this is a growing incidence of "project manager burnout", and an increase in cynicism toward the practice of project management. This paper identifies some of the causes, and suggests that if the work experience of project managers is to improve, then they must exercise their professional authority, apply the fundamental principles of project management and refuse to take responsibility for events that are beyond their control. They must learn to 'Just say "NO!!"'.


42. Mulcahy R. Top reasons projects fail. Learning, Knowledge, Wisdom. PMI Seminars and Symposium, Proceedings 99; 1999 Oct. 10-1999 Oct. 12; AIPM (CD-Rom). USA: PMI; 1999. Keywords: project failure. Abstract: If only 26% of all projects succeed, then having a failed project is not a remote possibility. This presentation will tell you some of the reasons projects fail and also help you uncover ways to prevent it from happening to your projects. Come join an inspiring, insightful, and humorous look at why projects fail and how to prevent it.

43. Koenig I. How to get promoted when your IT project fails. Tides of Change '98 PMI. Proceedings of the 29th Annual Project Management Institute 1998 Seminars and Symposiums; AIPM. PMI; 1998. Keywords: Information Systems; Software; Information Technology; IT; Promotion; Project Failure.

44. Bailey A. Uh-Oh. It's a computer systems project…. A project management approach designed to sidestep the high IT Project failure rate. PM Network 1998;12(8):29-34. Keywords: Information systems - Implementation - Project plan development.

Keywords: Information systems - Project failure - surveys.  
Notes: "Research into unsuccessful information technology projects was carried out by KPMG's Strategic and Technology Services group which sent a questionnaire to chief executives of 1,450 public and private sector organisations across Canada."

Keywords: project charter; project success; project failure; contracts.  
Abstract: Triumphant projects may be a matter of luck, but are more likely to arise from solid foundations. The project charter and contract form the foundations. This workshop will review the "project from hell", to develop an "ideal" charter and contract for a specific scenario, but will follow a generic "checklist" which can be applied in most situations.

Keywords: project failure; software; IT; information technology; risk management.  
Abstract: The company was failing to implement a point-of-sale system, which bypassed the need for a data entry function, by the planned date of early 1995. This workshop will use the initial project and subsequent successful Phoenix Project delivered in 1997 (which implemented the data entry components) to work through predicting project failure, the symptoms of a failed system, and a formula for a successful project.

49. Orchiston CR. The prediction and resolution of project disputes. Triumph Against the Odds; 1998 Nov. 4-1998 Nov. 6; AIPM (CD-Rom). Wellington, New Zealand: Project Management Institute New Zealand Chapter Inc; 1998.  
Keywords: conflict management; dispute resolution; risk management.  
Abstract: Project management involves the attention to procedures in order that conflict and dispute can be avoided, minimise, or managed. Dispute is a frequent consequence of the manifestation of risk, and how that dispute is resolved may have a bearing on the perceived or actual "success" of a project. Unless there is some way of assessing the risks and matching them to the appropriate dispute resolution techniques, resources will continue to be wasted in needless documentation and / or disputes on projects for which "success" will be dependent on chance. This presentation will address the sources of risk and project failure in the construction industry, and methodologies to minimise them. It will then canvass various techniques for dispute settlement, and how they can be adapted to suit project circumstances.

Keywords: project failure; overruns; airport.  
Call Number: CON 2  
Abstract: A review of the history of a large airport project (in the USA 10 years duration, $5 billion) to determine why the project was behind schedule (1.4 years) over budget ($3.2 billion) and failed to perform as planned.

Keywords: risk management; case studies; project failure.  
Abstract: Risk Management workshop and will use a difficult, unique, real-life project (ADSL Trial) as a case study to demonstrate how the ideas and methodology can reduce the risk of project failure. The paper presents ideas for the non-quantitative analysis of risk in projects and a Project Risk Analysis methodology to identify project implementation risks, to develop risk profiles for individual projects, and to determine the nature and priority of mitigation measures the project manager needs to provide to ensure the project outcomes are successfully delivered to the business units.

Keywords: IS; IT; Information Technology; Estimation; Software Development; Success; Failure.  
Call Number: ART0043

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