IBM ECM UK UserGroup 2008

# Connecting the
ECM Community

Best Practice in ECM Project Management – John Rae

Agenda

- Is there a problem running ECM Projects?
  No – There are lots of Problems

- What is the result of the problems?

- What is the solution?

- Why do things still go wrong?

- What else can we do?

- What is this elusive "Best Practice"?

- Why can everyone not do it?

ECM Project

- **Business**
- **Technology**
- **Supplier / Partner**
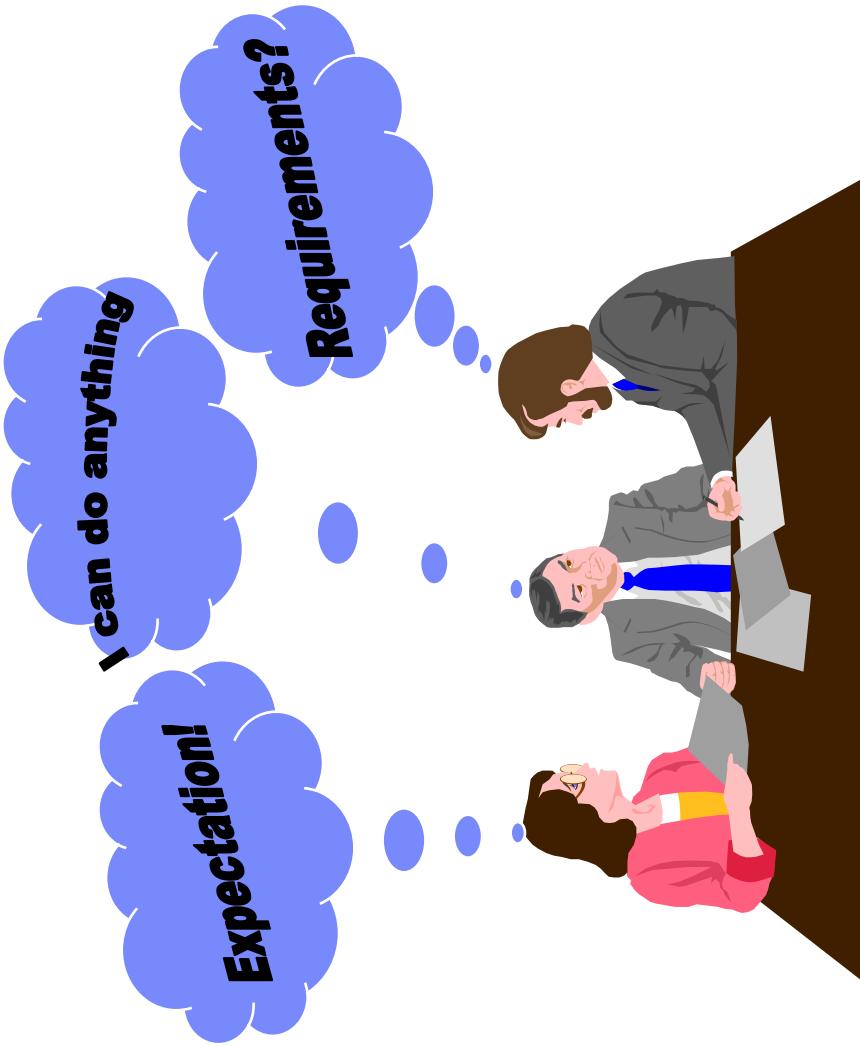
Do your ECM projects…

- Deliver on time?

- Deliver within budget?

- Deliver to specification?

- Deliver without defect?

- Deliver all the expected benefits?

- Deliver your business strategy?

If not – you are not alone

Alarming Facts

- 48% of all projects are significantly late

- 18% of systems are delivered seriously flawed

- 40% of projects do not deliver anticipated benefits

- 17% of major projects are cancelled after a large investment

- 30% of corporate resources invested in change

- 33% of project managers receive no training

- 63% of organisations have no formal method

- 66% of major IT Projects fail to deliver the objectives

- 33% of IT Projects fail completely

More Alarming Facts

- **Standish Group**

"**66 percent of large scale projects fail to achieve their stated business objectives, are delivered late, or are substantially over budget**"

- **Gartner**

"**Through 2008, IS organizations without stringent risk-assessment procedures and mitigation plans will cancel at least 10 percent of projects initially budgeted at more than £100,000 and at least 20 percent of all projects**"

(0.7 probability).

Why do ECM Projects go Wrong

- **Start Wrong**

- **Stay Wrong**

- **Finish perhaps but do not deliver to expectation**

  – Budget overrun
    - Time
    - Cost
    - Resource – overruns

  – Disillusioned
    - Clients
    - Project team

General Causes

- **Complacency**

- **You've carefully thought out all the angles.**

- **You've done it a thousand times.**

- **It comes naturally to you.**

- **You know what you're doing, its what you've been trained to do your whole life.**

- **Nothing could possibly go wrong, right ?**

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General Causes

- **Complacency**

- **No Time to Waste setting things up**

    – Need to Take shortcuts

- **Unrealistic deadlines**

    – Lead to lack of Organisation and structure

    – Lack of clear responsibility

    – Lack of clear requirements

- **Do not know any better**

Leading causes of project failure

1. Inadequate requirements statements

2. Lack of specific and measurable goals

3. Poor design

4. Inadequate change control systems

5. Inadequate project status reviews and reporting

6. Poor organisation structure

7. Lack of open project communications

8. Lack of clear project milestones

9. Optimistic estimates for project deliverables.

10. Various Management difficulties

Recognise any items?

Whose Job Is It?

This is a story about four people named Everybody, Somebody, Anybody, and Nobody.

There was an important job to be done, and Everybody was asked to do it. Everybody was sure Somebody would do it. Anybody could have done it, but Nobody did it. Somebody got angry about that, because it was Everybody's job. Everybody thought Anybody could do it, but Nobody realized that Everybody wouldn't do it.

It ended up that Everybody blamed Somebody when Nobody did what Anybody could have done.

Hire a Qualified Project Manager

Need for Project Management

- **Prince 2 – projects**

- **MSP – Programmes**

- **Appropriate management experience**

- **Someone who can get things done in almost any circumstance.**

- **Best if he has all the qualities of a successful manager without the "ego".**

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Project Definition

Clarify

- **Scope and responsibilities**
- **Why you doing this project ?**
- **What are you trying to achieve?**
- **Who will be responsible for delivering the project?**
- **Who will be responsible for delivering the benefits?**
- **Who will pay for the project?**
- **How big is your project space - resources and funding?**
- **Who will be impacted by the project?**
- **Which suppliers will you choose?**
- **Is there a successful track record of delivering projects on time, within budget, to specification, without defect?**

Must have scope

Project Planning

Must have a Plan

- How does a project become late?.....
  - > one day at a time.
- The people delivering the project have to contribute and buy into the plan.
- The people must feel the responsibility to meet the deadlines.

Without a plan

- There is no way to identify the implications of project problems.
- Day by day slippage will not be recognised.
- The project will drift rudderless until a crisis point is met.

- **A proper plan will not remove problems but it will help to recognise their impact earlier so action can be taken.**

Project Planning

## *Do not under – estimate - estimating*

- Many projects that end up significantly over budget and late do so because of poor estimating practice.

- Estimating provides the basis for project monitoring and control.

Customer urgency may govern the scheduled completion of the project, but it cannot govern the actual completion.

Goals and Objectives – Fundamental Trade-Offs

Quality (Specification)

Objectives

Time (Schedule)

Cost (Budget)
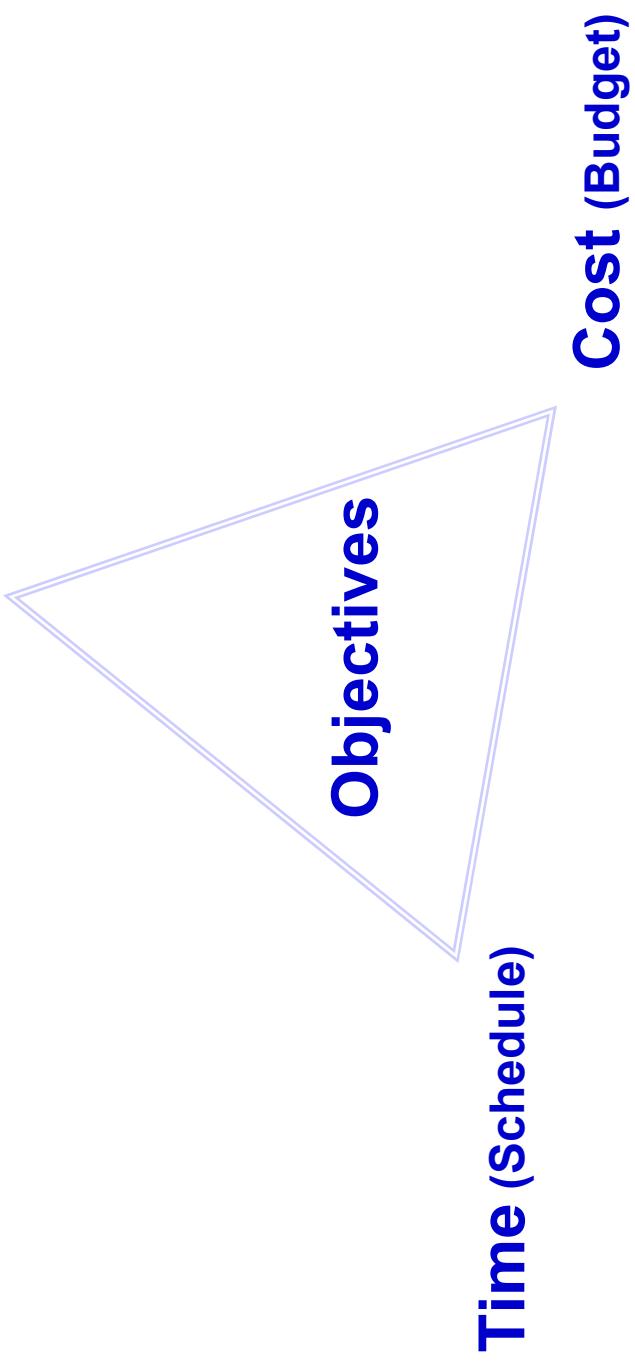
Estimated Effort and Timescales

Deadline

RESOURCES

£

WORK

Specification and Quality Standards
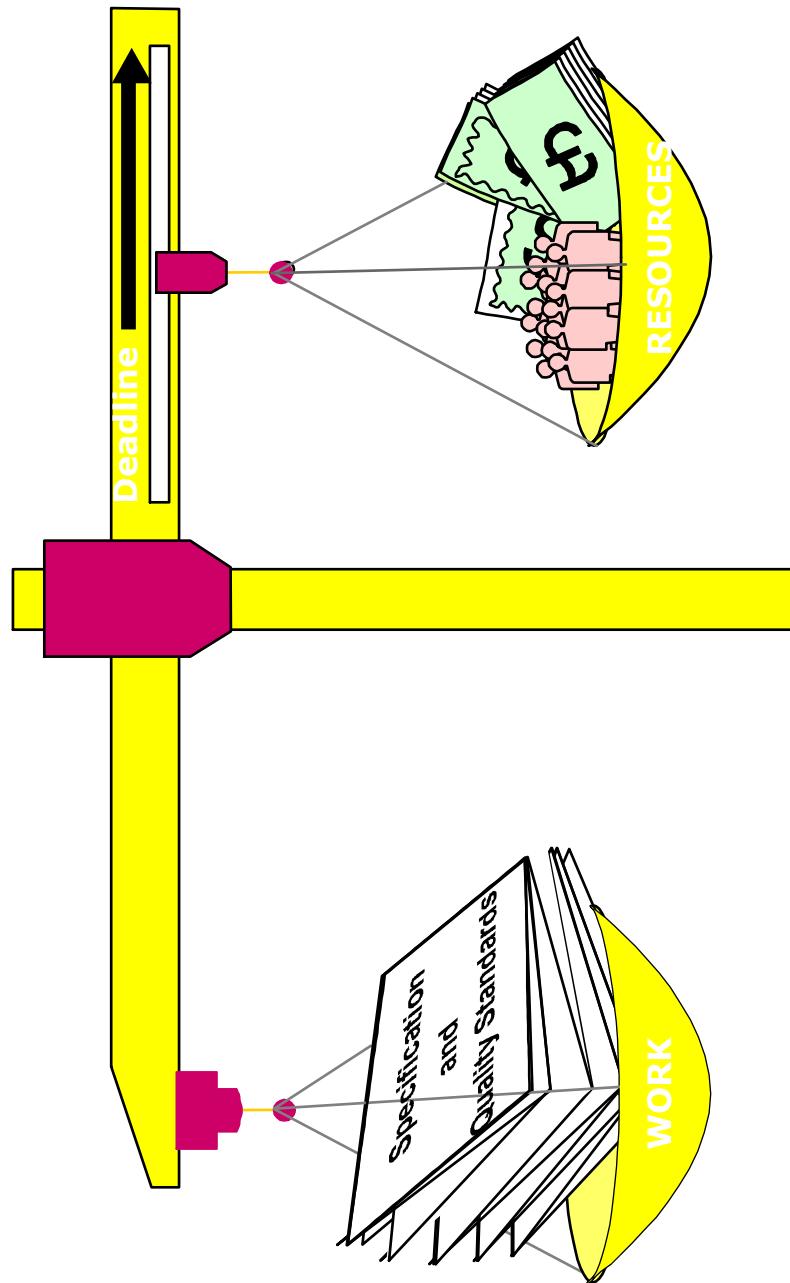
Remember - 9 women cannot have a baby in 1 month.

Project Steps

```
Set Objectives → Plan → Implement → Monitor → Complete
Plan → Revise Plan
Revise Plan → Implement
Monitor → Revise Plan
```

Set Objectives

Plan

Implement

Revise Plan

Monitor

Complete
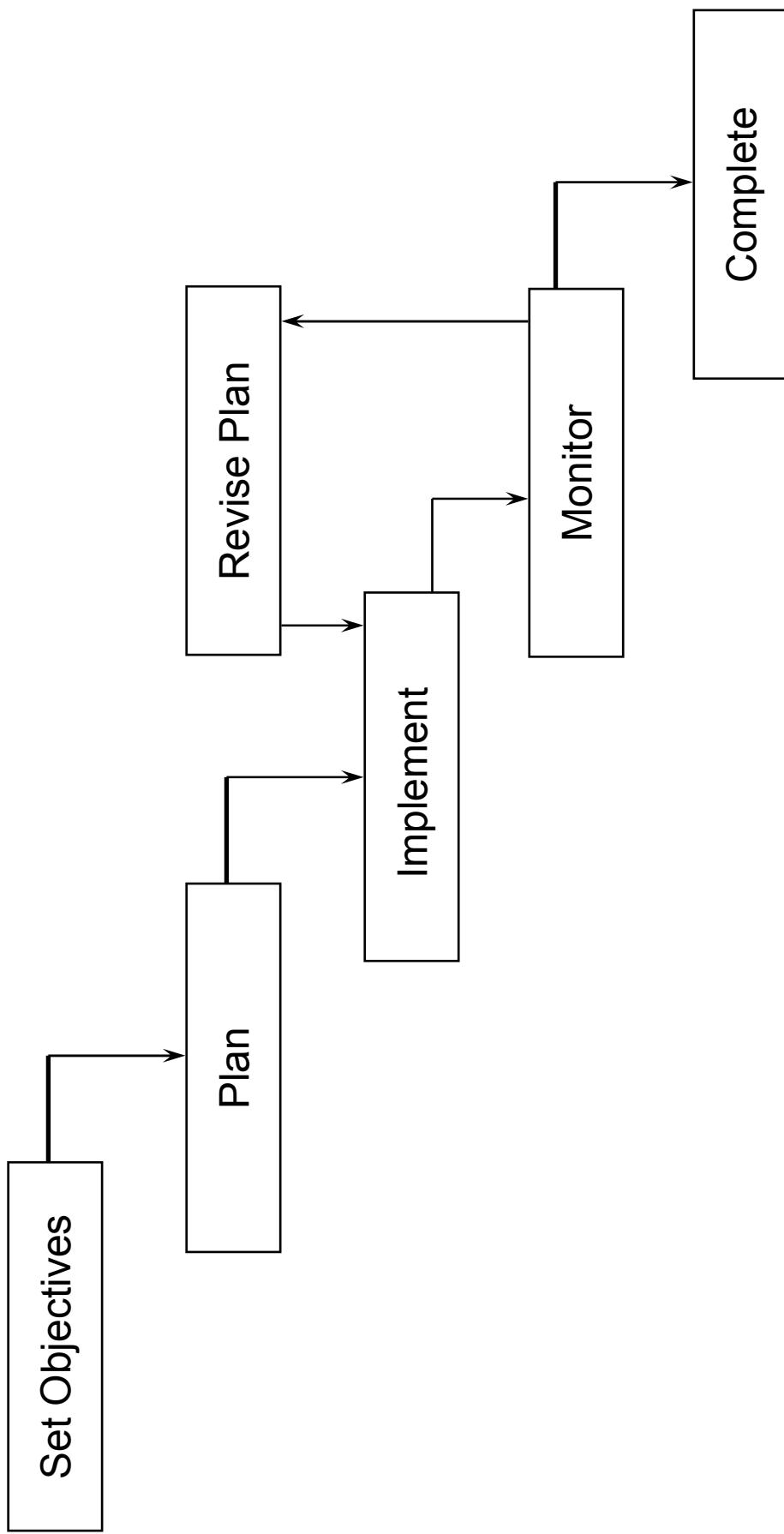
Alternative Project Steps

Enthusiasm

↓

Disillusionment

↓

Panic

↓

Search for the Guilty

→ Punishment of the Innocent

→ Praise for the Uninvolved
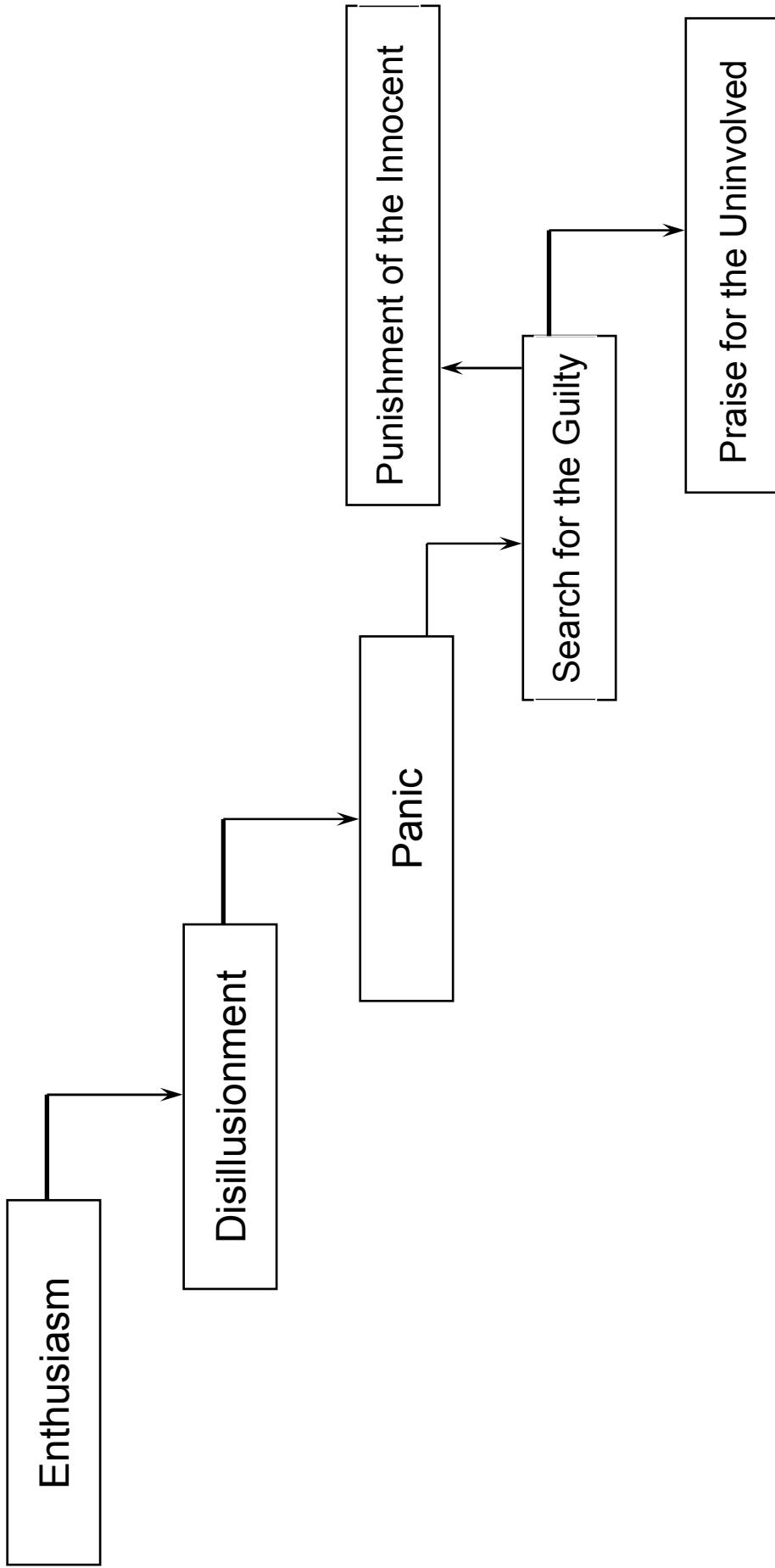
Project Control

Project Governance

- Steering committees, project meetings, escalation processes.

- Identify roles and responsibilities

- Ensure the appropriate meetings take place.

- Ensure the necessary records of those meetings are taken. (Decisions, actions, responsibilities, required by dates.)

- Ensure everyone knows the implications on the plan of missing deadlines.

Project Control

Risk Management – act now for the future.

- **Common mistake is to conduct a cursory risk analysis at the beginning of the project but then fail to put in place a risk management plan or to revisit the identified risks.**

- **Identify Risks**

  – allocate responsibilities

  – plan to mitigate risks

  – actively review and report on progress

Project Control

Issue Management – Act now

- **Is not an issue however ......**

- **It is an issue if**
  - not documented.
  - no clear action and responsibility for resolution.
  - no monitoring.
  - not escalated.
  - Not dealt with.

Project Control

Change Management

- No control of change means we do not deliver.

- Control the scope.
  - **capture the change.**
  - **review and assess the change.**
  - **prioritise.**
  - **agree.**
  - **implement.**

Project Control

Supplier Management

- Pick a supplier, any supplier. "Its all about price". No! No! No!

- Appropriate competence and track record is an imperative.
- Shared understanding.
  - **Provide clear objectives, deliverables and specifications.**
  - **Robust, clear contract.**
- Manage the supplier – don't ignore them.
  - **Show me.**

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People Management

Maintain Project Visibility

- Failing to make key elements of the project visible is one of the major causes of loss of confidence in the project.

- Bad news is often filtered out to maintain an aura of consistent improvement and progress. Failing to report accurately leads Project Managers and Steering Committees to make poor decisions.

- Don't use Gantt charts to provide concise reporting.

- Show real achievements. "Show Me"

- Celebrate successes.

Communication

"Didn't you get my e-mail?"

People Management

Stakeholders management

- Support is not automatic - Project Stakeholders need to be kept interested.

- All projects introduce an element of change - this change can be perceived as an opportunity or a threat. As a result there will be some support and some sabotage.

- Keeping the support of the Project Executive is essential. The Project Executive should be one of the strongest weapons in the Project Managers armoury.

Leading causes of project failure

1. Inadequate requirements statements
2. Lack of specific and measurable goals
3. Poor design
4. Inadequate change control systems
5. Inadequate project status reviews and reporting
6. Poor organisation structure
7. Lack of open project communications
8. Lack of clear project milestones
9. Overly optimistic estimations of project feasibility.
10. Various Management difficulties

Simple Project Approach

Definition

Detailed Planning

Governance

Deliverable Management

Issue Management

Risk Management

Change Management

People Management

Frustration

I do all that but it does not work

- **Is this the case?**

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Other factors – "Gartner"

- **Projects don't fail because of technical reasons**

- **Good project management won't guarantee your success**

- **There is a difference between Project Leadership and Project Management**

- **Focusing on the "soft side" of project management improves the probability of succeeding**

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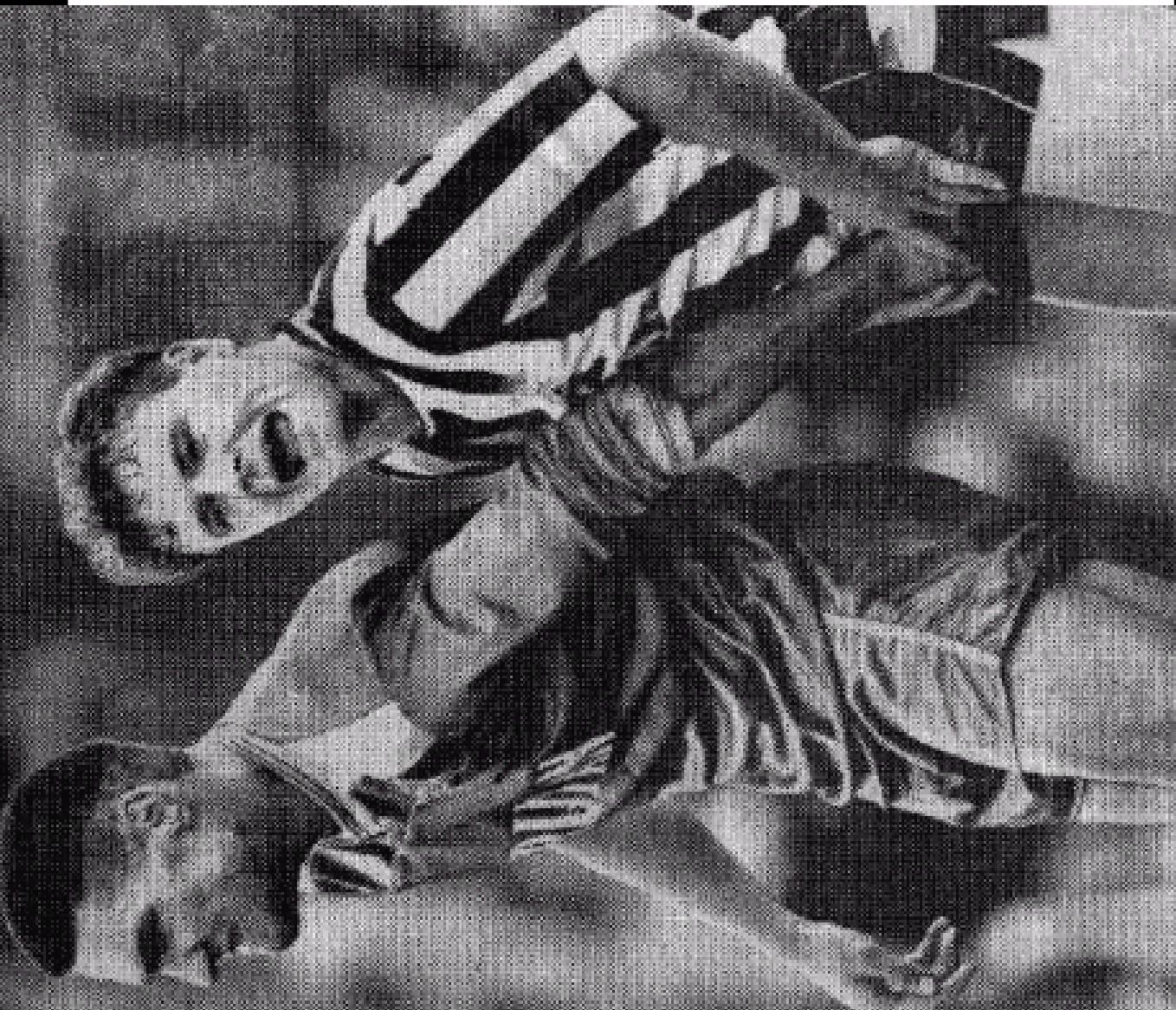
What are the other factors

- **There is competition in companies between peers or teams.**

- **Often teams include client and supplier personnel**

- **Need to be popular.**

- **No-one likes to give bad news**

- **There is never a blame culture …..but …..**

There are different perspectives

- **Approach the same situation differently**
  - The client / the supplier
  - The salesman / the deliverer
  - All have different agendas and are judged using different criteria

- **Sometimes everyone is too nice**
  - Everyone wants to do the business

- **Sometimes some parties are too belligerent**
  - There is a bully boy approach

Frustration

I do all that but it does not work

- Is this the case?

- It is not a formula that guarantees success

- Often it ain't what you do it's the way that you do it.

- Project managers can often influence but seldom dictate

- Proactive effort is required rather than just reporting results

- Do the people have the gravitas to make it happen?

Why do we believe we employ best practice

- We employ the best people
- We all have proven track records and experience
- select quality business partners
- understand and follow the methodology
- understand the more subtle issues
- proactively work to resolve problems
- maintain a mentoring approach to understand and resolve difficulties
- continue to strive to get it right.
- want to transfer knowledge and skills
- deliver change quickly and effectively
- client satisfaction is a key driver