

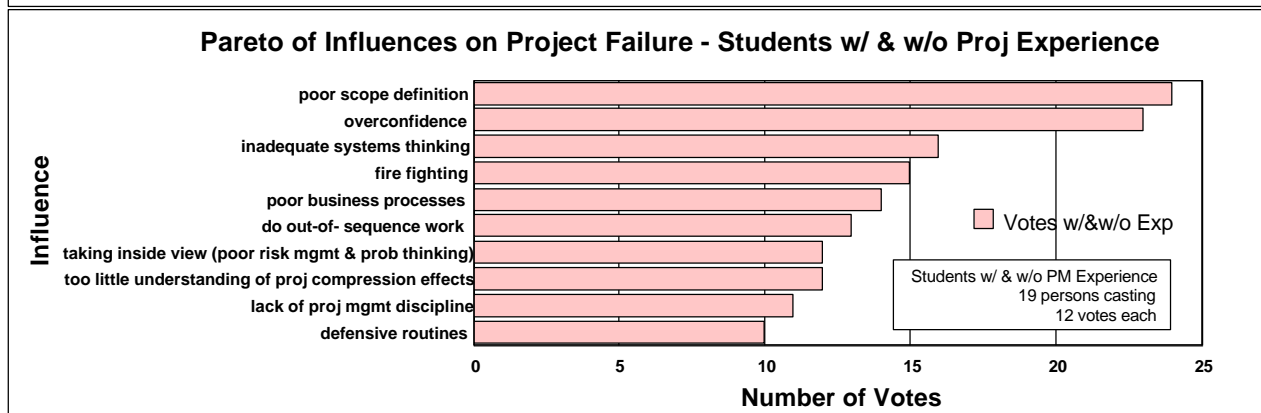
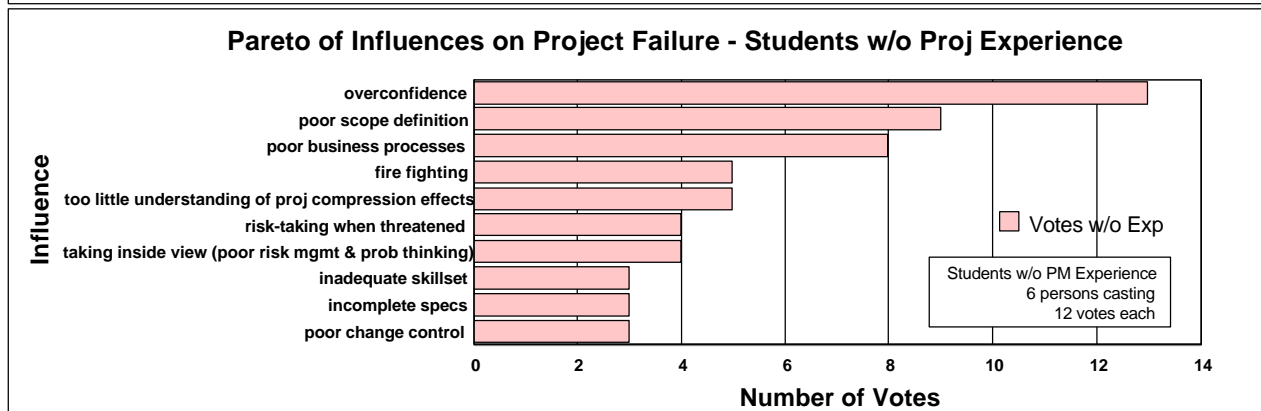
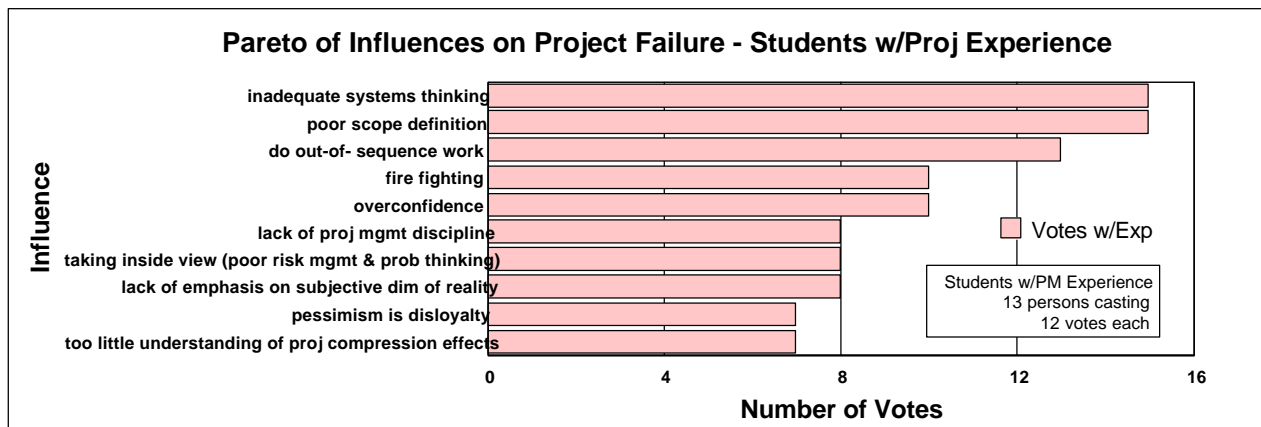
Examining

Project Management Dynamics

Root Causes of Project Failures, Stories of “Fixes that Fail”¹

The session was the 7th week of the course. Students allocated 12 votes in any proportion among the 26 influences presented that cause project failures. Before voting there was a brief opportunity for students to advocate for the influence they thought was most important. The charts below show the class ranking of influences of project failures both for students with & without project experience and for all students.²

It's interesting to observe that “inadequate systems thinking” was ranked highest by students with experience working on projects and close to the bottom (16th to 19th) by students without experience.³

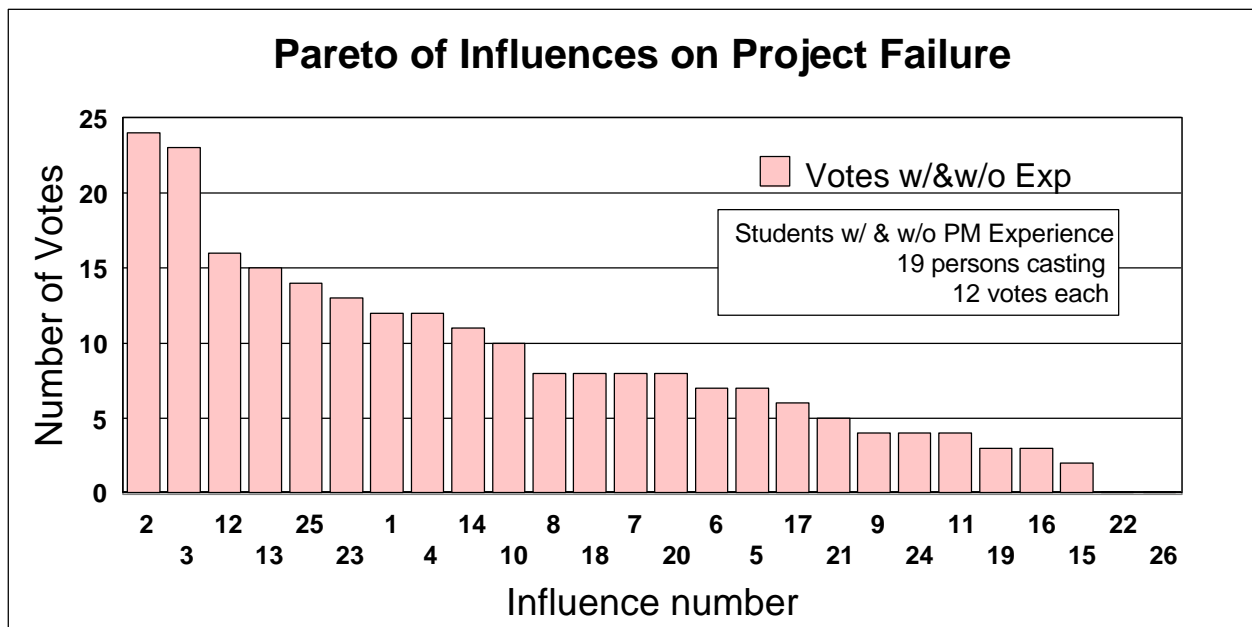
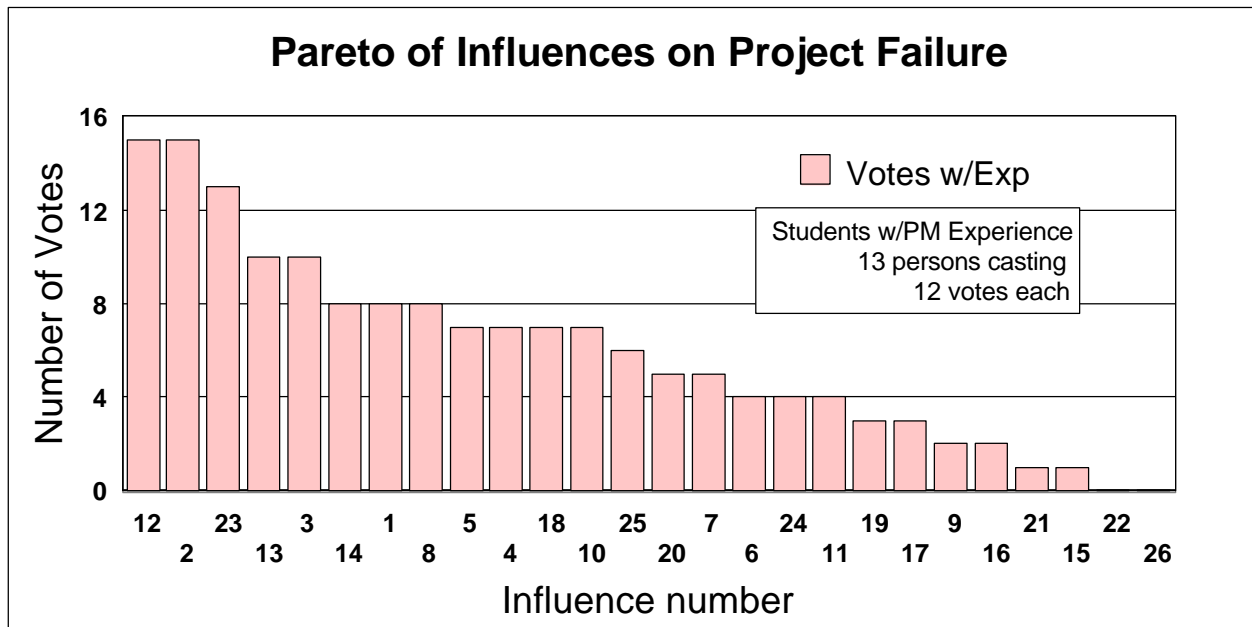


¹ For more on the model used and Project Management Dynamics go to <http://www.exponentialimprovement.com>

² One individual cast 11 votes, not 12.

³ The lead professor teaching project management, who was visiting the class, advocated for “overconfidence,” perhaps biasing the votes, particularly the votes of students without project management experience as they ranked it #1. PMI-session project managers ranked overconfidence as #13.

Charts with all influences



#	Influence number
1	taking inside view (poor risk mgmt & poor probabilistic thinking)
2	poor scope definition
3	overconfidence
4	too little understanding of project compression effects
5	pessimism is disloyalty
6	adversarial competition
7	incomplete specs
8	lack of emphasis on subjective dim of reality
9	too little use of the wheel of learning (to overcome multiple personality disorder)
10	defensive routines
11	lack of belief in influence on reality
12	inadequate systems thinking
13	fire fighting

#	Influence number
14	lack of proj mgmt discipline
15	lack of emphasis on collective dim of reality
16	too rapid staffing
17	inadequate skillset
18	don't track quality
19	don't see quality & cost as trade-ons
20	poor change control
21	risk-taking when threatened
22	delayed testing
23	do out-of- sequence work
24	don't track rework discovery time
25	poor business processes
26	not in support of company value proposition