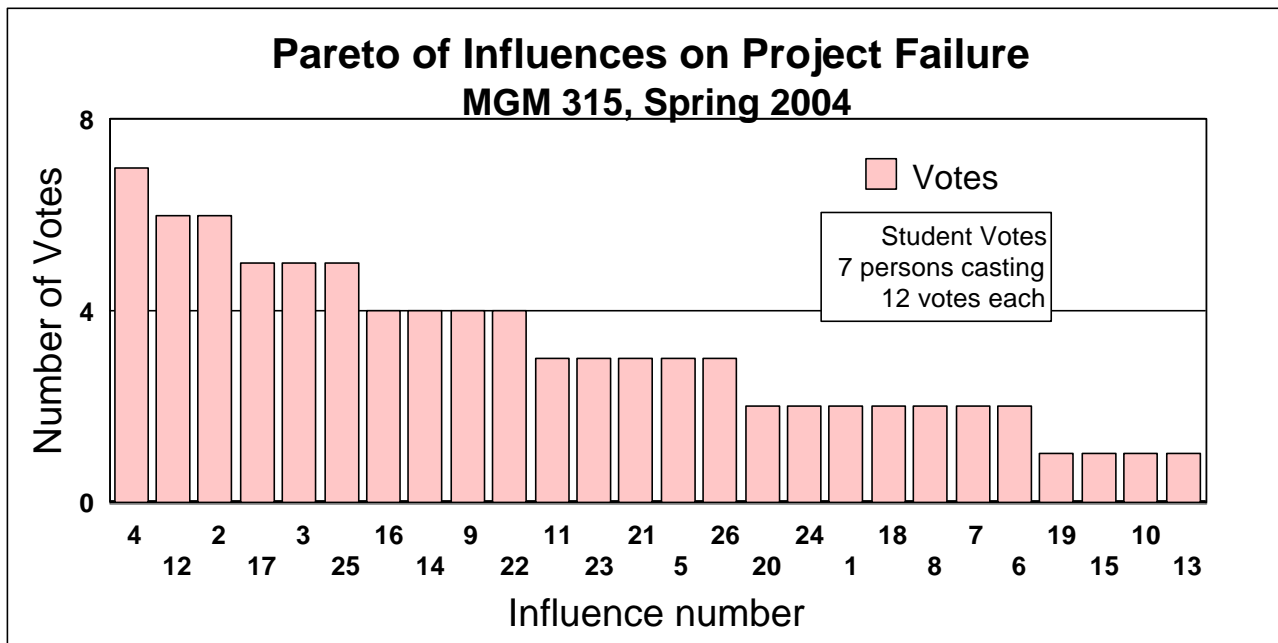
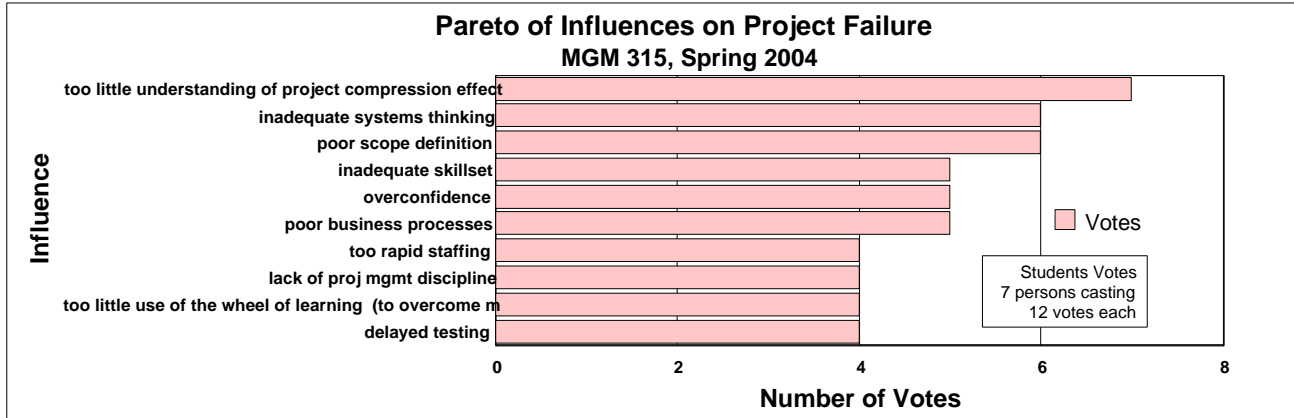


Project Management Dynamics
 Root Causes of Project Failures, Stories of “Fixes that Fail”¹

The session was the 8th week of the course. Students allocated 12 votes in any proportion among the 26 influences presented that cause project failures. The charts below show the class ranking of influences of project failures.² The charts below show top-ranked influences and all influences, ranked.



#	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

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.