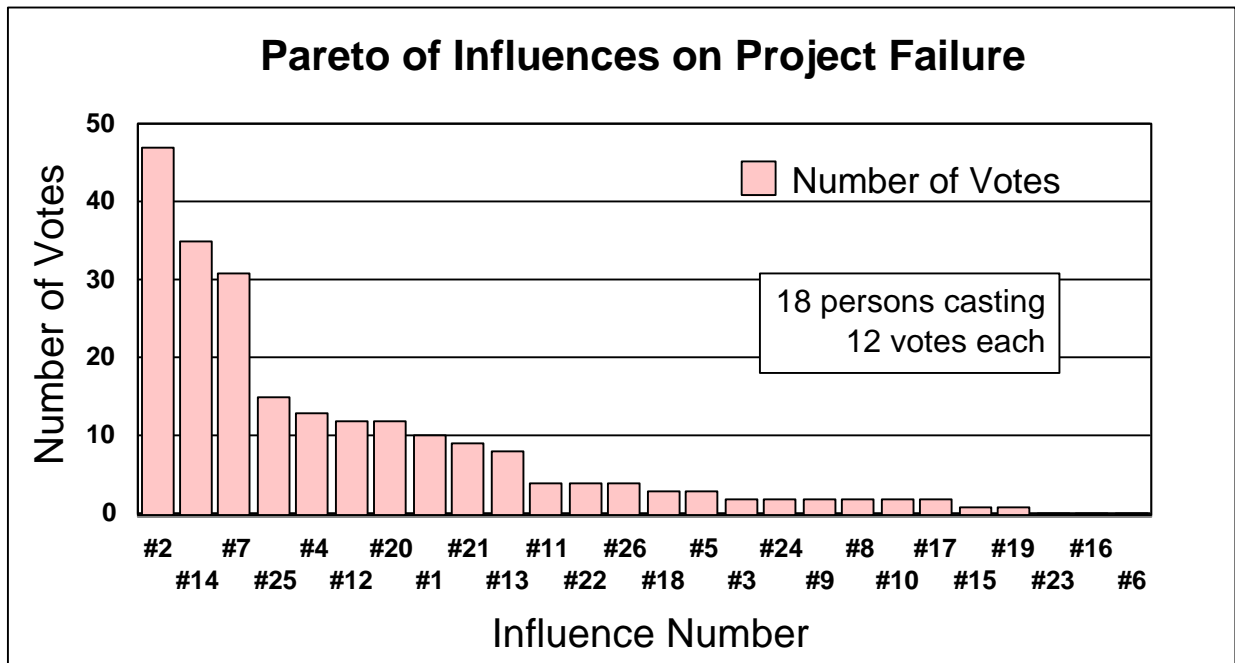


**PMI, Pikes Peak Chapter Workshop on
Project Management Dynamics - Workshop Report, 10/23/04**

Ranked Influences Causing Project Failures with Participant Feedback/Comments

Participant Votes on Primary Influences Causing Project Failures	
#. Influence	# of Votes
1. taking inside view (poor risk mgmt & poor probabilistic thinking)	10
2. poor scope definition	47
3. overconfidence	2
4. too little understanding of project compression effects	13
5. pessimism is disloyalty	3
6. adversarial competition	0
7. incomplete specs	31
8. lack of emphasis on subjective dim of reality	2
9. too little use of the wheel of learning (to overcome group multiple personality disorder)	2
10. defensive routines	2
11. lack of belief in influence on reality	4
12. inadequate systems thinking	12
13. fire fighting	8
14. lack of proj mgmt discipline	35
15. lack of emphasis on collective dim of reality	1
16. too rapid staffing	0
17. inadequate skillset	2
18. don't track quality	3
19. don't see quality & cost as trade-ons	1
20. poor change control	12
21. risk-taking when threatened	9
22. delayed testing	4
23. do out-of- sequence work	0
24. don't track rework discovery time	2
25. poor business processes	15
26. not in support of company value proposition	4

Each of the 18 participants distributed 12 votes among the 26 Influences.
The distribution of votes is shown in the diagrams below. ¹



¹ Total # of votes are 224 instead of 216, so either I miscounted or some over-voted in the "show of fingers."

How Organizations Can Use Results Like These

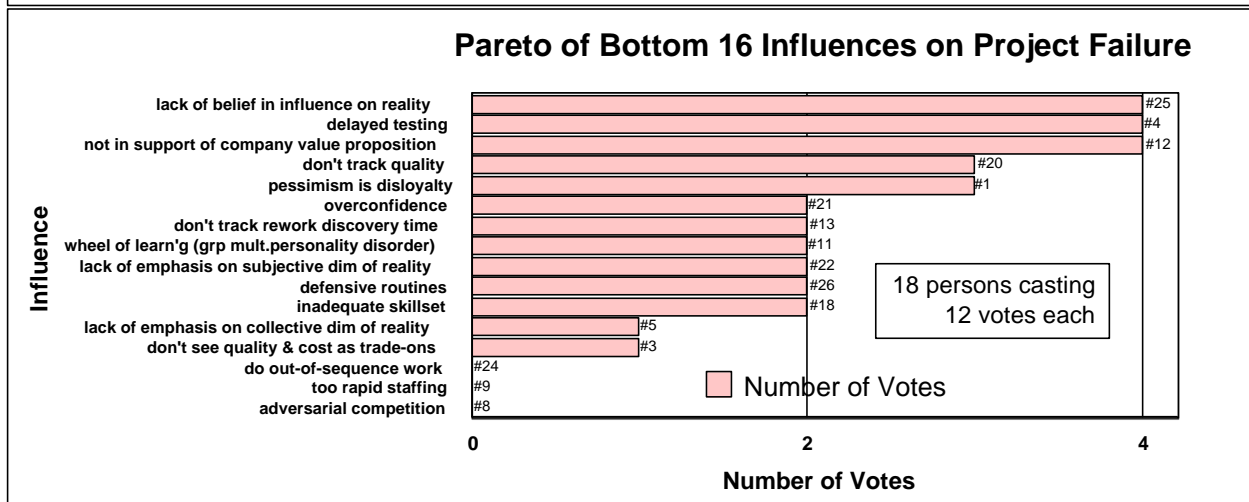
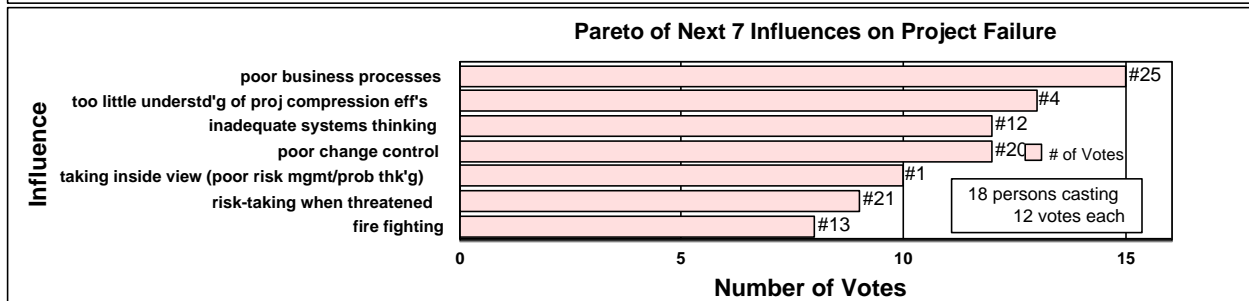
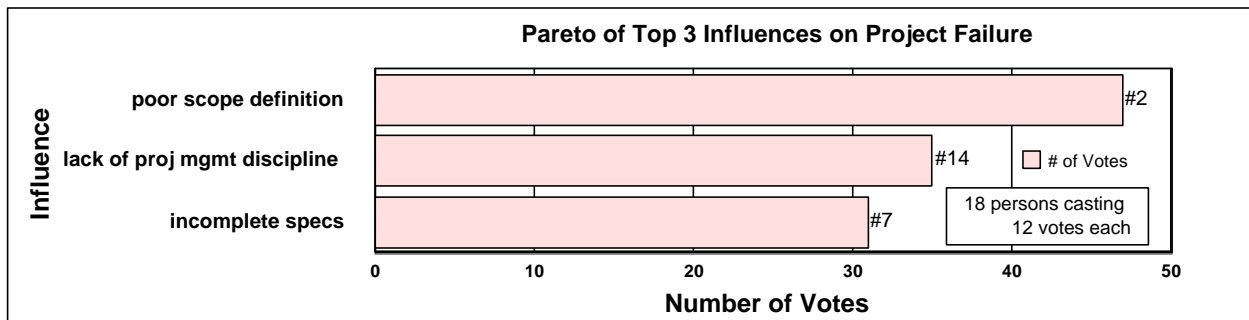
The consensus in this workshop was determined by individuals from multiple organizations. But when consensus is determined in a specific organization, results like these guide action.

For example, were these results from a specific organization, it would be clearly seen that there's consensus that more standard project management training is indicated. Next in line would be understanding of organization-wide issues: the need for business process improvement, improving project estimating and the significant impacts & costs of underestimates, using systems thinking, and learning how to move from fire fighting to fire prevention.

Put simply, an understanding of Project Management Dynamics and their effects on your organization is not academic; it's needed to guide action. When input comes from a group, not just from an individual or two, management is more likely to take the needed action to provide training and tools.

Finally, please read the sections below in the Project Management Dynamics paper. We sped through or skipped material in these sections, but they contain important tips & techniques for improving project success.

- What keeps us from fundamental improvement?
- What doesn't improve project performance?
- Some specific strategies & actions



Notes:

- The top 3 ranked Influences are typical concerns of experienced project managers. Almost exactly 1/2 the votes went to these three categories (113/224).
- Of the remaining votes, nearly 2/3 were allocated to the next 7 categories (71/111), after which there is a breakpoint ... the # of votes drops from 8 to 4.

Priority	Infl #	Influences in Priority Order	# of Votes
1	2	poor scope definition	47
2	14	lack of project mgmt discipline	35
3	7	incomplete specs	31
4	25	poor business processes	15
5	4	too little understanding of project compression effects	13
6	12	inadequate systems thinking	12
7	20	poor change control	12
8	1	taking inside view (poor risk mgmt & prob. thinking)	10
9	21	risk-taking when threatened	9
10	13	fire fighting	8
11	11	lack of belief in influence on reality	4
12	22	delayed testing	4
13	26	not in support of company value proposition	4
14	18	don't track quality	3
15	5	pessimism is disloyalty	3
16	3	overconfidence	2
17	24	don't track rework discovery time	2
18	9	wheel of learning (group multiple personality disorder)	2
19	8	lack of emphasis on subjective dim of reality	2
20	10	defensive routines	2
21	17	inadequate skillset	2
22	15	lack of emphasis on collective dim of reality	1
23	19	don't see quality & cost as trade-ons	1
24	23	do out-of-sequence work	0
25	16	too rapid staffing	0
26	6	adversarial competition	0

Color Code
Typical PM issues
Organization-wide issues
Systems thinking issues
Firefighting / Crisis Syndrome

Workshop Feedback

What did you find most interesting?

- Overall concepts were very interesting
- The various effects on projects
- The entire workshop
- Application to S/W development
- How to analyze processes
- Listing of problems, Good overall view of challenges. Good diagrams, but hard to initially understand
- All the dynamics that influence projects
- All of it, especially factoring in the psychology / human nature aspects of PM with the "measurable" factors.
- Feedback loops (Theory on Balancing and Reinforcing)
- Systems approach to Project Management
- The idea that you can put an organization on a piece of paper
- Votes on the root causes
- Intersection of systems to processes
- The ease with which we are able to move from 0 to 60 on the complexity scale
- Love the diagrams -- do one on healthcare

What would you change?

- Fewer diagrams and more descriptions of the diagrams and what they represent.
- Some of the slides had white text, which was difficult to read.

- More time on diagrams / models
- Nothing -- Very Good.
- N/A
- Too much to cover in too short a time. Will need to review
- To get more details, it would take a longer class
- Fun talk -- Go see "What the 'bleep'!"
- A lot to grasp in a short time -- some pre-work / reading might help
- Allow a little more time for the "what does work" section (perhaps less time on what's wrong)
- Increase time or reduce the coverage (more time for questions)
- If there has been modeling of a PM example, show results of model
- Add practice in making our own drawings
- less material
- a lot of material in a short time, slides could be bigger for review and notes
- Downsize the briefing so that we don't feel we are missing so much
- The equations are too much with such little time

Other comments?

- Too complex a delivery mechanism for me -- sorry
- Very good -- really enjoyed it!
- Circling items on the screen with a laser pointer is very distracting
- Good & refreshing address of PM issues

Issue #	PMI Workshop Evaluation Issue	Average Rating	Std Dev
1	Stated objectives were met	4.3	0.67
2	Workshop well-organized	4.4	0.68
3	Adequate group &/or individual participation	4.4	0.60
4	Techniques provide add'l PM tool I can use	3.9	0.73
5	Instructor was knowledgeable	4.6	0.48
6	Handouts were helpful	4.3	0.67
7	My expectations were met	4.4	0.68
8	Room was comfortable	3.9	1.00
9	Overall workshop rating	4.3	0.75
10	Would recommend workshop to other PMs	4.2	0.73

