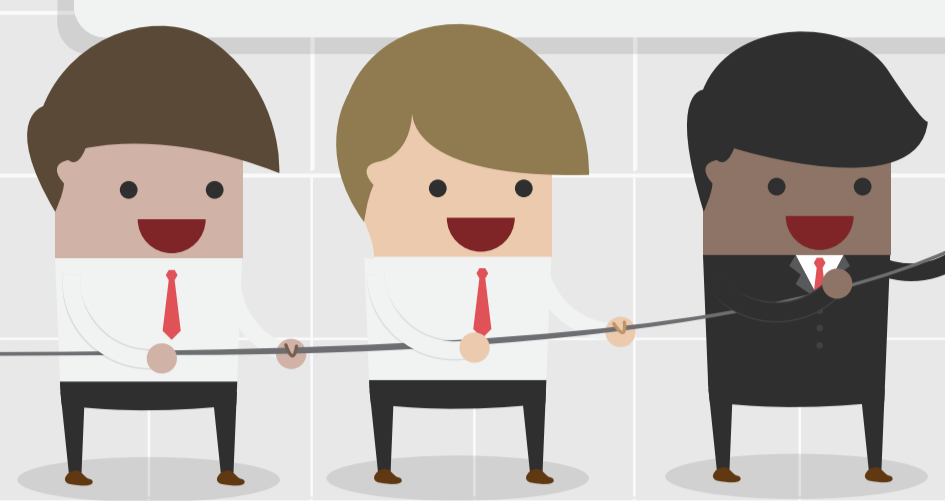


Create

PROJECT MANAGEMENT SUCCESS

Position IT projects to finish on time, on budget, and within scope.

Designed for:
PROJECT MANAGEMENT
OFFICE HEADS &
PROJECT MANAGERS



Fewer than 15% of organizations experience success delivering on projects. Lack of upfront project planning results in IT projects going over budget and time, resulting in poor stakeholder satisfaction and a widespread perception that IT is not delivering value.

Project management planning is an ongoing process of revalidation as new inputs are introduced. The project management process is adaptive in nature based on risk and complexity level.

13%

of IT projects experience cost overruns because of missing focus and unclear expectations.

78%

of respondents in a software development project study reported that business is usually out of sync with project requirements.



Revalidating project planning progress with key stakeholders keeps business stakeholders and the project team on the same page about requirements and expectations.

1

STEP

1. ASSESS THE CURRENT STATE OF PROJECT INITIATION AND PLANNING PROCESSES

Not all projects are created equal. Projects should be assessed for the level of risk and complexity. Each level will have its own degree of process rigor and controls.

2

STEP

2. CREATE PROJECT INITIATION PROCESSES

Inputs from the project intake approval process (business case, scope, risk, resourcing) should be considered prior to starting your project planning. Scope statements should make it clear what is NOT being delivered in a project as well as what is.

Project plans should reflect availability of key participants.

Governance should be prescribed according to the risk and complexity level of the project.

3

STEP

3. CREATE PROJECT PLANNING PROCESSES

Quality control, risks, and benefits realization should not be done only at the end of the project. They should be integrated as part of the project management plan and execution.

Not all risks can be mitigated, so identifying which risks must be accepted and which ones should be transferred to a third party is key.

The business should take ownership in implementing change management for the project to be successful.

Even though processes are built linearly, they should be executed concurrently.

4

STEP

4. CREATE PROJECT EXECUTION PROCESSES

Maintain and update your stakeholder management plan throughout the project because stakeholders will change over the course of the project.

There needs to be a clear decision process about what requires governance. Build tolerance levels to decide when the project team handles changes and when escalation to the steering committee is required. Don't proceed with changes unless they complement project outcomes.

Integrate risk management and quality management into the team culture. Make the process unique to the project and use control processes throughout the process, not just at the end.

5

STEP

5. CREATE PROJECT CLOSING & TRANSITION PROCESSES

Make sure that the definition of "project end" is enforced, per scope statement, and understood and agreed upon by all stakeholders.

Project completion is not necessarily aligned to project success.

Project success requires benefits to be realized; benefits are often not known until later so be sure to track them and communicate the results.

6

STEP

6. IMPLEMENT PROJECT INITIATION AND PLANNING PROCESSES

The communication plan for the new process should be driven by stakeholder analysis.

Treat this initiative as a business documentation. Ensure all documents are living documents that evolve as your organization changes.