Why projects fail

- Risks
  - No budget reserved for risks
  - Risks are not monitored
  - No risk handling process in place when they occur
  - Mitigation
    - Risk estimation framework is not known
    - Bad risk mitigation
  - Unidentified risks
  - No monitoring of early warning signals
- Organization
  - Lessons learned are not reused
  - Heavy decision structure
  - Projects going bad are not closed down
  - No project priority structure
- End result
  - Sponsor is not committed
  - Business case
    - No business case created
    - Bad business case created
    - Pet project of (S)GM(-x)
    - Project doesn't fit company portfolio
  - AHA moment: Customer is only contacted at the end of the project (eg. waterfall)
  - Success is not defined, nor is failure
  - Objectives
    - Not defined
    - No prioritisation
  - Quality is not defined
  - Incomplete scope is delivered
  - No testing
- Process
  - PCH not challenged (eg. murder board)
  - Customer is not involved enough
  - Customer expectations are not managed
  - Too many decision organs slow everything down
  - The project cannot handle changes in the enviroment (eg. market)
  - Go/no go conditions are not respected
  - project methodology
    - Too rigid following project methodology
    - No project methodology used
  - Communication
    - No communication plan
- People
  - Matrix organisation
    - No commitments
    - Bad arrangements between TL and PL
    - Many involved parties for small budget parts
    - Bad stakeholder management
    - Internal politics
    - Required skills or experience not available
  - Team
    - No dedicated project teams (eg. like with the Mobile team)
    - No RACI matrix
    - No team buillding done
    - The best team members are kept in maintenance teams, not in projects
    - All the same MBTI profiles
    - No Subject matter experts
  - Culture
    - Failing is not allowed
    - No culture of learning by making errors
    - No feedback culture
    - Internal politics
    - Blame culture
  - Lack of management support
  - Resources added when there are already resource problem
  - Knowledge
    - The project is not understood
    - New project lead
      - Lack of training
      - No buddy
      - Content expert als project lead
    - No situational leadership skills
- Budget
  - Risk buffer is not based on real risk estimations
  - Every interface is padding (adding budget reserves)
  - Insufficient resources
  - Under/over estimation
  - Lack of control metrics
- Scope
  - Commitments are made that cannot be guaranteed
  - Project is too big
  - Assumptions are not removed
  - Scope changes
    - Scope creep
    - No process to handle scope changes
  - Requirements
    - Ambiguous requirements
    - No work breakdown structure (WBS) created
    - No product breakdown structure (PBS) created
    - Conflicting stakeholder intrests
  - Lack of control metrics
  - Project charter (PCH) is not seen as a contract
- Time
  - No follow-up meetings
  - Milestone planning
    - Not available
    - Not realistic
  - Too long
  - Not realistic time scale
  - No slack time
  - No buffer
  - Links between tasks of WBS are not known
  - No critical path defined or adhered to
  - Lack of control metrics