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Eight Key Factors to Promote Project Success

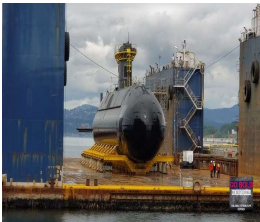
As a PM, we are ultimately responsible for delivering a successful project.
The buck stops with us!





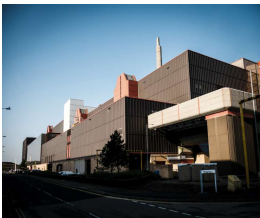
Bruce Power MCR

Currently the largest infrastructure mega-project in Canada



Canadian Submarine Program

Refurbishments of HMCS Chicoutimi, Corner Brook and In-Service Support.



THORP & FHP at Sellafield, UK

Construction & Commissioning of two mega-projects.



UK Submarine Program

Construction & Commissioning of HMS Victorious

My Career Managing Complex Projects

New PM Tools

BIM, Power BI, Prism, 4D Scheduling, Smart Planner, Machine Learning, AI, Agile, Sprint, Lean, Dashboards, Mobile Apps, Chat GPT, and many, many more.....

Don't forget the
fundamentals



Eight Factors to Promote Project Success

1. Scope Creep
2. Insufficient or inappropriate resources
3. Business Case
4. Planning
5. Team Culture and Motivation
6. Saying “No”
7. Risk Management
8. Project Closure

Scope Creep

What is Scope – *“the work performed to deliver a product, service or result”*.

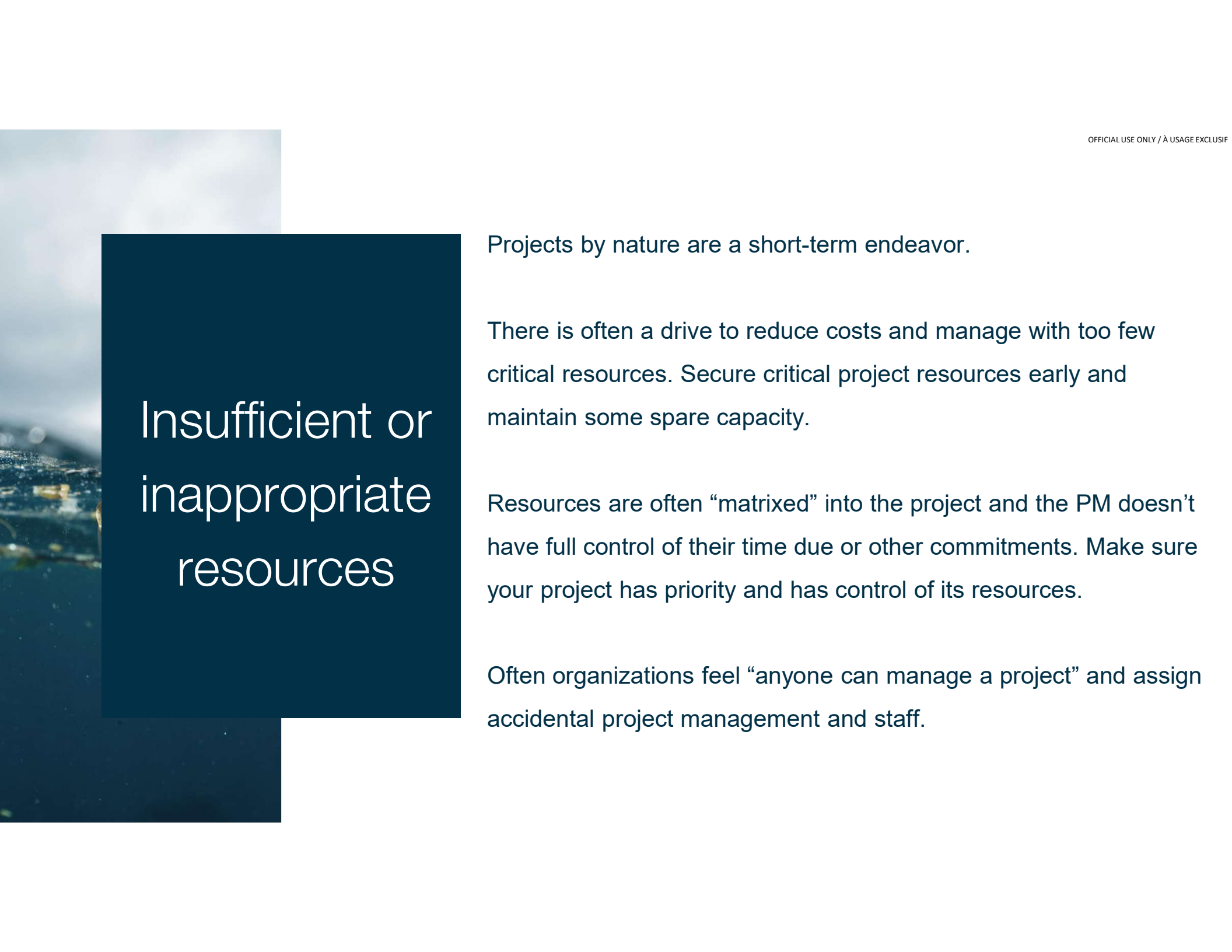
What is Scope Creep – *“the uncontrolled expansion to scope without any adjustment to time, cost and resources”*.

The No1 reason why projects fail is due to lack of scope control.

Approve and “Lock” the scope as soon as possible, this will set the Sponsor’s expectations. Make sure it is signed off...

Resist change requests.

If change is required, assess the impact and formally document it.



Insufficient or inappropriate resources

Projects by nature are a short-term endeavor.

There is often a drive to reduce costs and manage with too few critical resources. Secure critical project resources early and maintain some spare capacity.

Resources are often “matrixed” into the project and the PM doesn’t have full control of their time due to other commitments. Make sure your project has priority and has control of its resources.

Often organizations feel “anyone can manage a project” and assign accidental project management and staff.

Business Case

Ensure there is a strong Business Case that all the Stakeholders are fully bought in to.

The Business Case should clearly explain “why” the project is required.

Don’t let the Project get ahead of the Business.

Make sure you keep the stakeholders informed of any issues – you really can't communicate enough!

Communicate bad news early, this will help manage expectations.

Planning


The more complex the project, the more planning is required.

Detail, Detail and more Details...

- Milestones and deliverables
- Realistic targets
- Build in contingency
- The plan acts as your early warning system

Planning during execution has very limited value, it should be completed upfront.

The whole of the project team needs to understand the plan, it will help keep them stay focused.



Team Culture and Motivation

Recognize that some organizations don't fully embrace a strong Project Management culture.

A motivated team is more likely to “**go the extra mile**”.

Have frequent milestones so the team feels like they are making progress.

Communication is key, let the team know when they are performing well, not just when they are performing badly...

Bad news only gets worse the longer you leave it.

Saying “No”

Some PM's have a problem saying “No”.

The PM should **never** promise something that they know they can't deliver.

If a business target is unrealistic, the PM must be strong and push back. Be prepared to justify your decision.

If the PM can't say “**No**”, you are just storing up problems for later.

“**Stick to your guns**”, if you can't, maybe you are in the wrong job.



Risk Management

Many projects do not consider risk, particularly at the start of a project. Ignore risk management at your peril...

If you are not managing project risk, you are not effectively managing your project.

Recognize that no projects go perfectly, many things can and will go wrong.

Projects have uncertainty, by managing risk the PM can lower the uncertainty and increase the likelihood of project success.

Knowing what actions you will take if something goes wrong can give you great comfort in times of need.

Project Closure

Projects by nature have a finite life.

If a project is not closed, it will continue to consume resource and cost, no matter how successful it has been.

Recognize that it is in the Sponsors best interests to keep the project open, allowing them to add more features.

At the end of the project, seek agreement with the Sponsor that all the benefits have been realized.

Make sure all the closure documentation is signed off.

Conduct a lessons learnt session to capture the improvement opportunities

Nuggets to leave you with...

Issues that are left unresolved will reduce the chances of project being successful.

KISS – Keep it Stupid Simple.

Conflict is good, provided it is done in a professional manner.

Project Management is totally focused on specific outcomes.

If things never went wrong, you would not need a Project Manager.

As a PM, your personal success is directly related to your project success.

If done “right”, being a Project Manager can be extremely rewarding.

We have two ears and one mouth, use them in proportion.

If you don't know, ask.

Have fun and enjoy it!

Thank you!

WE WILL BE BACK SHORTLY