

Hyde Park Solutions

Ready, Set, Go! Is Africa Ready for Action

simplified complexity

Why projects fail?

Understanding failure enables success!

31st July

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Why projects fail? Understanding failure enables success!

31st July at 13:30 GMT+1

Understand why project failure in developed countries is only a partial guide and indicator as to why projects might fail while developing Africa. If we recognise the attributes of failure and plan to avoid them, we are better off. Hear HPS as we identify the 5 chilling facts of project failure, identify how to avoid these. Finally we work out if P3M3 can help African organisations avoid western project pitfalls.

Project Success - What does Good look like?

14th August at 13:30 GMT+1

Having understood why projects fail, we need to avoid these pitfalls in order to plan for success. So, what does GOOD look like? It has long been agreed by western governments and industry that portfolio and project management principles such as P3M3 and PPM offer real benefits. Hear HPS as we explain P3M3 in simple terms, what is it, how does an organisation employ these principles in a practical way and what are the benefits on offer. Finally, we discuss if P3M3 can simply be rolled out across Africa, or if it needs to be tailored to each industry, organisation or region.

How does my organisation benefit – What do we need to do next?

28th August at 13:30 GMT+1

Having understood why projects fail and what P3M3 has to offer, how does my organisation or government benefit? What do we do next? Hear HPS as we detail a number of simple Check List steps. First, it is important to understand where you currently are as an organisation and how far you want to go. We discuss each of the seven P3M3 perspectives along the journey to developing a simpler more robust project and portfolio management process that is strategically aligned to delivering organisation goals and benefits. Finally, do you really need anything more than Excel and SharePoint to run projects and portfolio(s).

Why use an Abacus when you have a financial calculator?

11th September at 13:30 GMT+1

Having understood why projects fail, what P3M3 has to offer and a checklist of what to do next, let's look at what tools could help? Hear HPS as we explore the options to IT enable your PPM initiative. First, you could use Excel, Word, PowerPoint and SharePoint but you will need to reinvent the PPM wheel. Oracle invests millions each year to maintain and develop its leading set of tools so why not use these? We discuss how using these best practice tools can quickly start you on your journey to developing simpler more robust projects and portfolio management processes.



Why projects fail? Understanding failure enables success!

- Housekeeping
- Meet your presenters
- Some definitions
 - Portfolio, Programme and Project Management
 - Why do we do Projects?
- Project failure - a global concern
 - Crossrail
- Attributes – 5 Chilling Facts of Failure
- Avoid the Chilling Facts of Failure
- P3M3 can Help how
- Next
- Questions & Answers



Meet your presenters



Andrew Ross

Andrew is a successful PPM consultant and technologist with a 25-year history of business consulting, solution architecture within portfolio and project management.

He brings a unique blend of industry, practice and Oracle Primavera product knowledge.

Andrew is proud to lead the HPS team.

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Pierre Morel

Pierre has over 15 years experience as a management consultant with a focus on P3M3 and P3O.

Pierre's ability to bridge business and technical workstreams is vital if you are delivering a solution that both business and technical users need to agree with.

He specialty areas are P3M3, PMO, centre of excellence, GDPR, Stakeholder Management, Local Government, Portfolio Programme and Project Management and Data Governance.

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Daleen Strydom

Daleen has over 15 years' experience in the Portfolio, Programme and Project Management space.

She has expertise within a wide range of organisations across Engineering & Construction, Oil and Gas, Mining, Utilities and Finance Services.

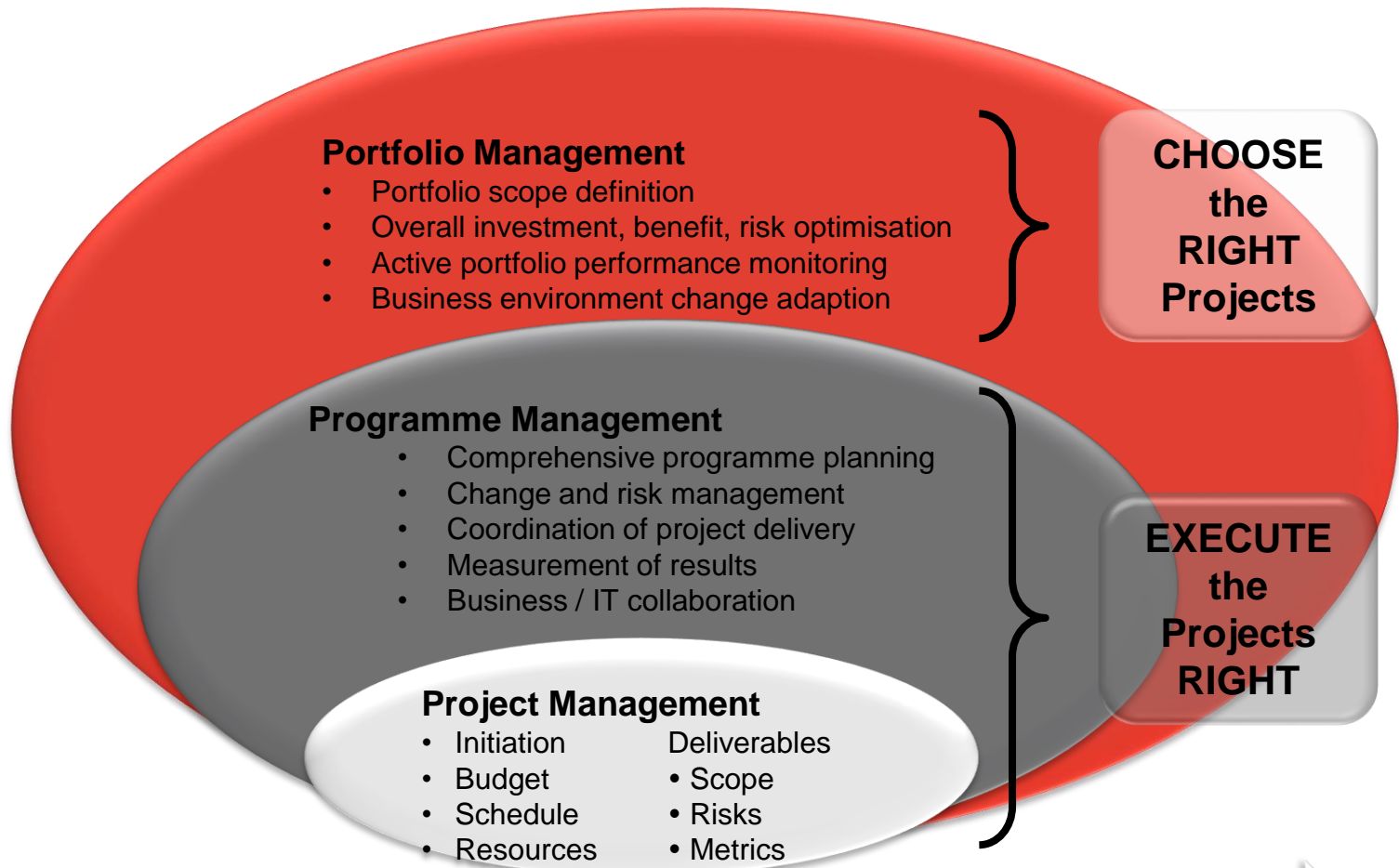
A project portfolio management subject matter expert, with a guru level of understanding of the Oracle Primavera suite. Having implemented at least 50 PPM solutions she is well placed to work with you to implement your solution.

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Strategic

Scope of Work



Tactical

Scope of Initiatives



Why do we do projects?

Organisations execute projects to

- Gain Strategic Advantage – developing new products, for new markets, using new technology
- Build Infrastructure – bridges, roads, airports, schools, oil & gas wells, plants, utility networks, power stations & mines
- Develop Organisational Capability – new processes, new technology and development of people

Projects should **Deliver Benefits**
that align to strategy



What is Success?

- **Choosing** the right project to deliver the **Benefit**
- Delivering the **Benefit**
 - to the expected or agreed scope, outcome or capability
 - on time
 - within original budget
 - to expected level of quality

A Global Problem!

“A recent assessment in the President’s Management Agenda contends that the \$45 billion federal investment in IT has not produced measurable benefit.”

Source: Booz Allen Hamilton, Building a Methodology for Measuring the Value of E-Services

“For more than two decades, implementing IT systems successfully has proved difficult ... implementation of IT systems has resulted in delay, confusion and inconvenience to UK citizens and, in many cases, poor value for money to the taxpayer.”

Source: Public Accounts Committee of the House of Commons, Improving the Delivery of Government IT Projects

“Project success appears to equate to achieving an acceptable level of failure or minimizing lost benefits”

Source: KPMG Global Project Management Survey

Crossrail - Mega Project – Mega Failure

Facts

- £15bn cost planned completion Dec 18, now est. Dec 20.
- 26 mile tunnel under London adding 10% additional capacity
- New signal technology delayed by at least 12 months
- New trains delayed by 18 months
- Testing reduced from 18 to 5 months not yet started.

Costs

- Burning £30 Million a week – FCC - £3bn or 20% over budget
- Currently £1bn over budget
- 3 CEO's in last year
- Staff morale has “fallen off cliff” massive social cost

Impacts

- Commuter misery on overcrowded lines
- Residents suffering noise & disruption
- Reputational damage to govt, individuals & suppliers
- UK Govt & TfL finances
- Question over maintainability
- Stifling innovation due to increase in Governance on other projects



Attributes - 5 Chilling Facts of Failure

- **Poor investment/project prioritisation & selection criteria**
 - Leads to overly ambitious projects being selected
 - Lowest cost selection criteria - usually costs more in long term
- **Poor communication & transparency**
 - No “single view of the plan/truth”
 - Inhibits working in a collaborative environment
 - Ineffective stakeholder engagement
- **Poor project handling**
 - Poor project management & cost/contract control
 - Lack of understanding & management of risk & scope creep
 - Setting unrealistic time estimates & deadlines
- **Lack of project definition & poor design**
 - Poor understand of project core requirements & dependencies
- **Lack of consideration of organisation maturity**
 - Business model needs to align to org. maturity



- **Design an appropriate investment prioritisation & selection criteria for your organisation's maturity level**
 - Be realistic & understand the risks of doing things for the first time
 - Avoid lowest cost selection criteria - it's a false economy
- **Ensure open and honest communication & total transparency**
 - Consolidate “single view of the plan/truth” using technology
 - Work collaboratively & take advantage of collaboration technology
 - Using simple technology helps to engage stakeholders
- **Poor project handling**
 - Adopt recognised project processes and secure certified project management professionals
- **Lack of project definition & poor design**
 - Understanding project detail enables effective design & implementation
- **Lack of consideration of organisation maturity**
 - Understand organisational limitations and manage to these



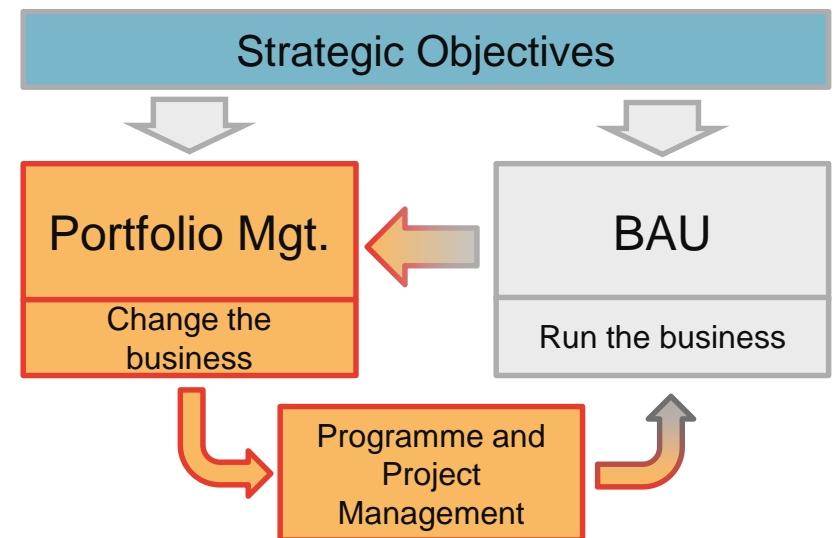
P3M3 – Portfolio, Programme and Project Management Maturity Model

- Looks at the entire organisation, not just processes – process, people & tools
- Organisational Maturity – understand:
 1. Where are you now? What are your strengths and weaknesses
 2. What are your strategic priorities, key drivers...
 3. Where do you want to be?
- A P3M3 assessment covers all these questions you should ask yourselves *before* embarking on a significant change project.
- P3M3 will bring answers to questions your stakeholders - or your system implementers - will ask. You can see it as a pre-emptive action, or a pre-requisite to a new system implementation.



Next...

- What good looks like:
- Getting organised
- Getting structured
- Differentiate between “Business as Usual” and Change
- Evaluating and Prioritising
- Measuring the impact
- Remaining Agile and in Control



Get in contact today if you have any questions

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