


59th Annual



**WESTERN WINTER
WORKSHOP**

PMIS: Why do we continue making the same mistakes with PMIS

By: Dina Keirouz, PMA Consultants



The lay of the land

1. How many attendees have implemented or will be implementing PMIS to help with project execution?
2. Of those who implemented a PMIS did you deem it successful?



The Sad Truth!

Gartner studies suggest that **75%** of all US IT projects are considered to be failures, according to people who implemented them.



The Sad Truth!

PMI reports that:

52% of projects experience uncontrolled changes to scope

48% of projects finish later than originally planned

43% of projects finish over their original budget

15% of all projects are considered total failure...

How do you judge success of a PMIS implementation?

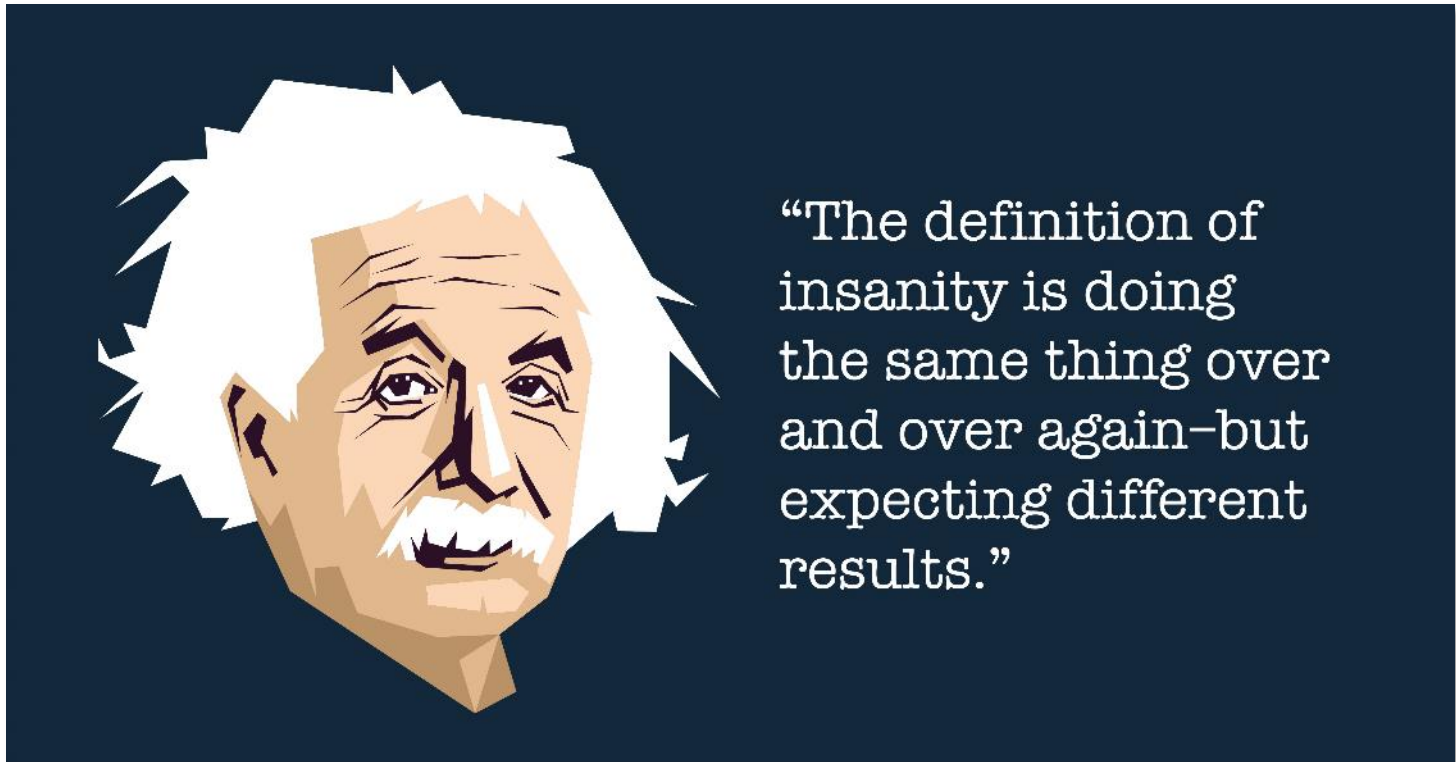
1. Satisfied the business requirements?
2. On time and within budget?
3. Business owner's perception?
4. Delivered the business value promised?

are
people
using it?



So, Why oh why?....

do we keep making the same mistakes?



Are we really mad/crazy/insane/loonies?

Yes, a little bit

“Madness is something rare in individuals — but in groups, parties, peoples, and ages, it is the rule.”

— Friedrich Nietzsche, [Beyond Good and Evil](#)

Why oh Why?

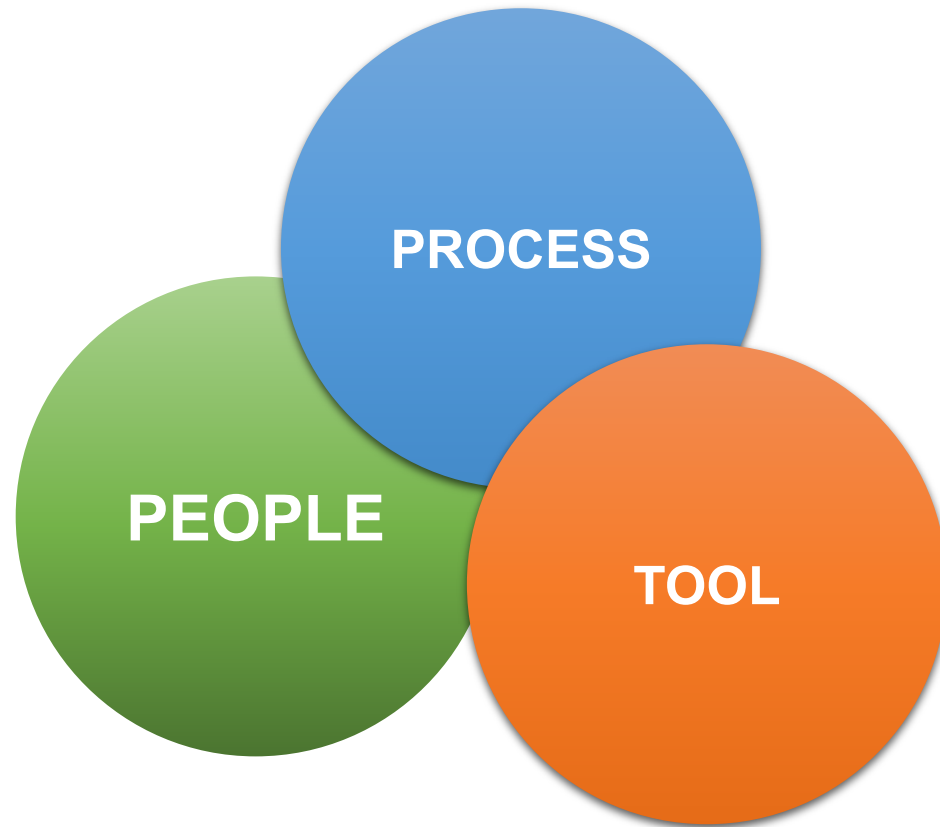
“The husband scenario”

***Maybe, it’s because we don’t
tend to admit to some of these
mistakes***



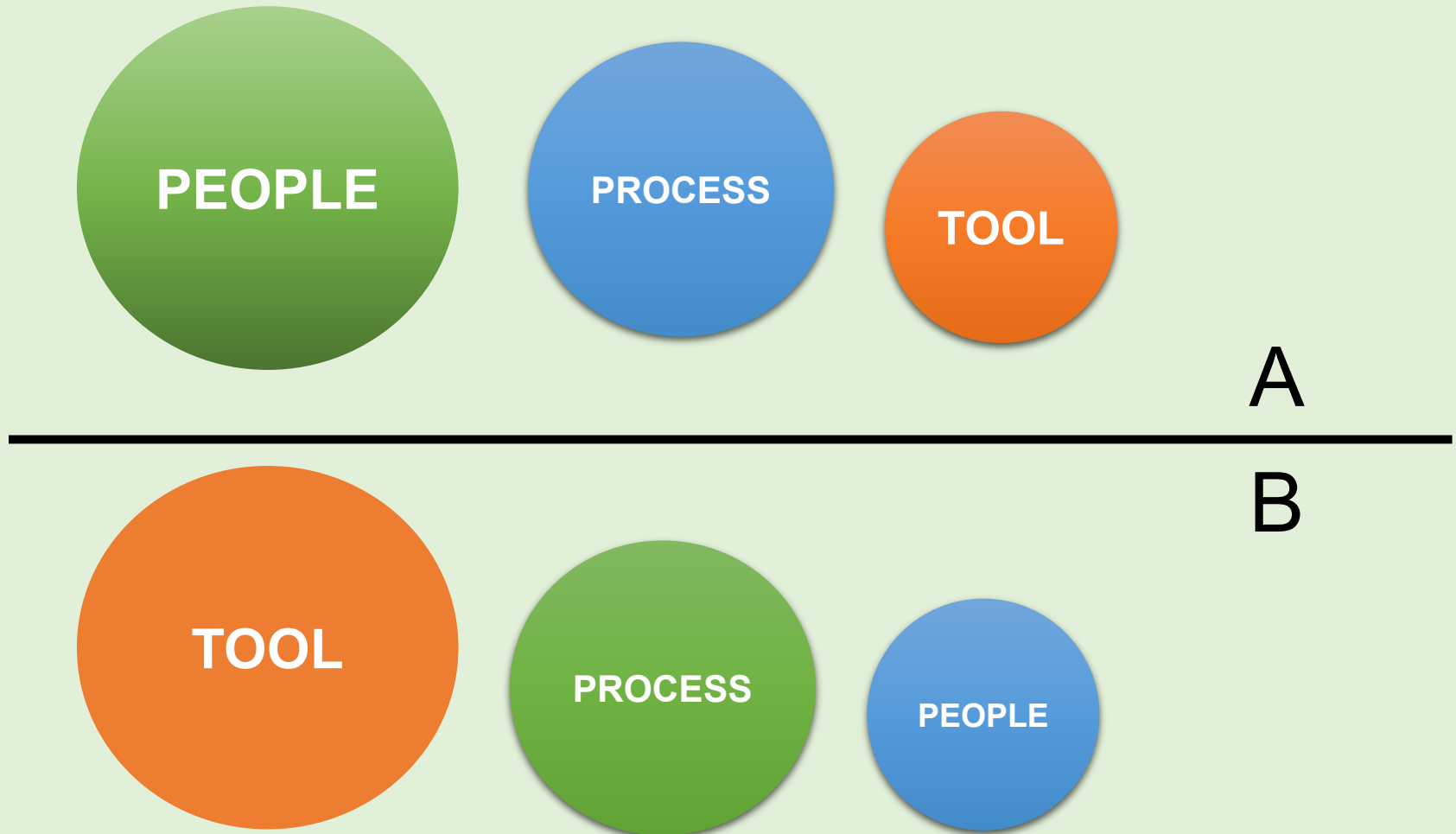
Let's start with the basics

If we were to break a PMIS implementation initiative into 3 major focus areas



Psychometric Quiz

Does Size really matter?



QANTAS Case Study

In 2008, Qantas—Australia’s national airline—canceled its
\$40 million Jetsmart project.

WHY?

**FAILING TO INVOLVE THE
RIGHT SUBJECT-MATTER
EXPERTS – THE END-USERS**

they just built

The First mistake we make

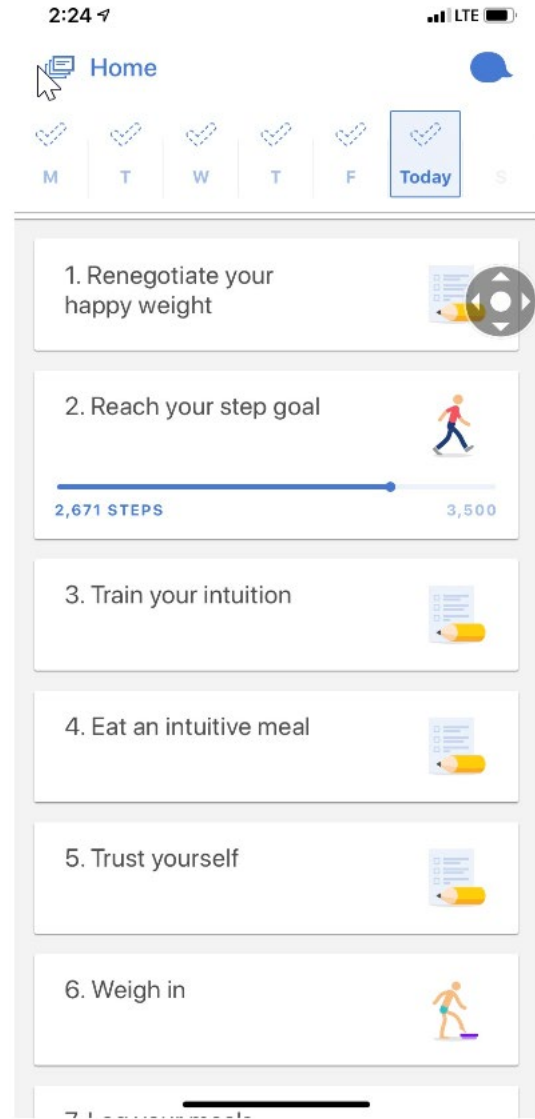
WE THINK THIS IS AN IT PROJECT

IT'S NOT

- It's an exercise in culture change
- An essential success factor is **people** and **their habits**
- It requires some psychology and sociology skills

The NOOM Diet Concept

Noom Daily Screen



Because we think it's an IT project,

WE RUSH TO PICK THE TOOL

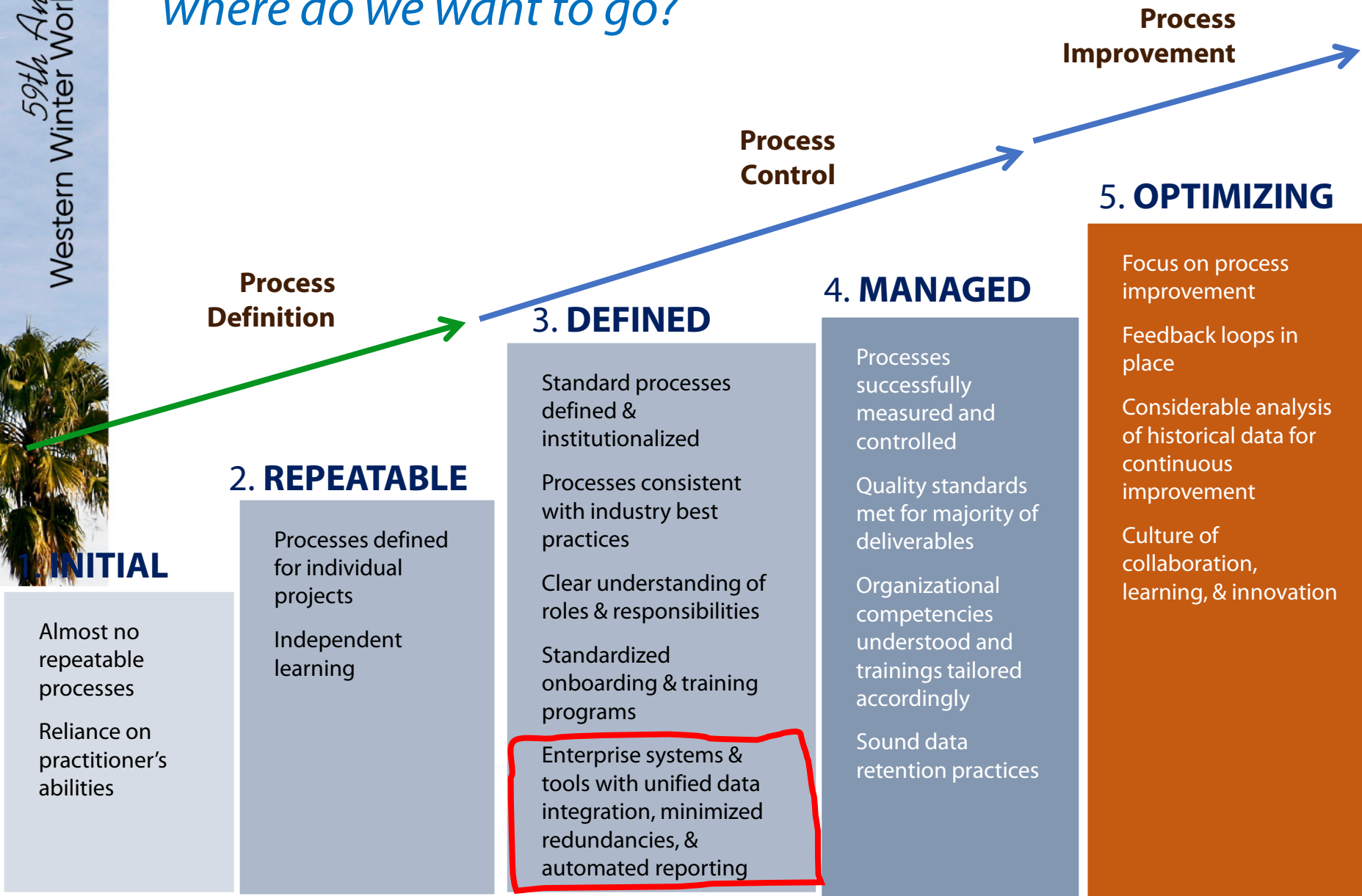
- We hire the tool vendor first
- We don't spend enough time figuring out our true needs and objectives
- We ignore our maturity level as an organization (Standards and skill sets needed)
- We let IT drive this initiative
- We don't provide enough training and transition time

“A fool with a tool still remains a fool” –

R. Buckminster Fuller



What's our starting point and where do we want to go?



Real Life Story Time

“A Client’s” Problem Statement: “PMs don’t know how to do anything, project controls does everything, we’re overwhelmed, can’t keep up.”

1. What tool do you think we recommended?
2. What actually did happen and in which order?

Avoid these mistakes:

- Accept the integral human factor and do have a **change management** plan
- Have an advisor who understands and knows your **specific business** .. AND listen to them
- Understand your **maturity level** as an organization to better strategize implementation
- Engage the right people in the implementation: **End Users**

Who here has implemented a
PMIS that came in on time
and on budget?



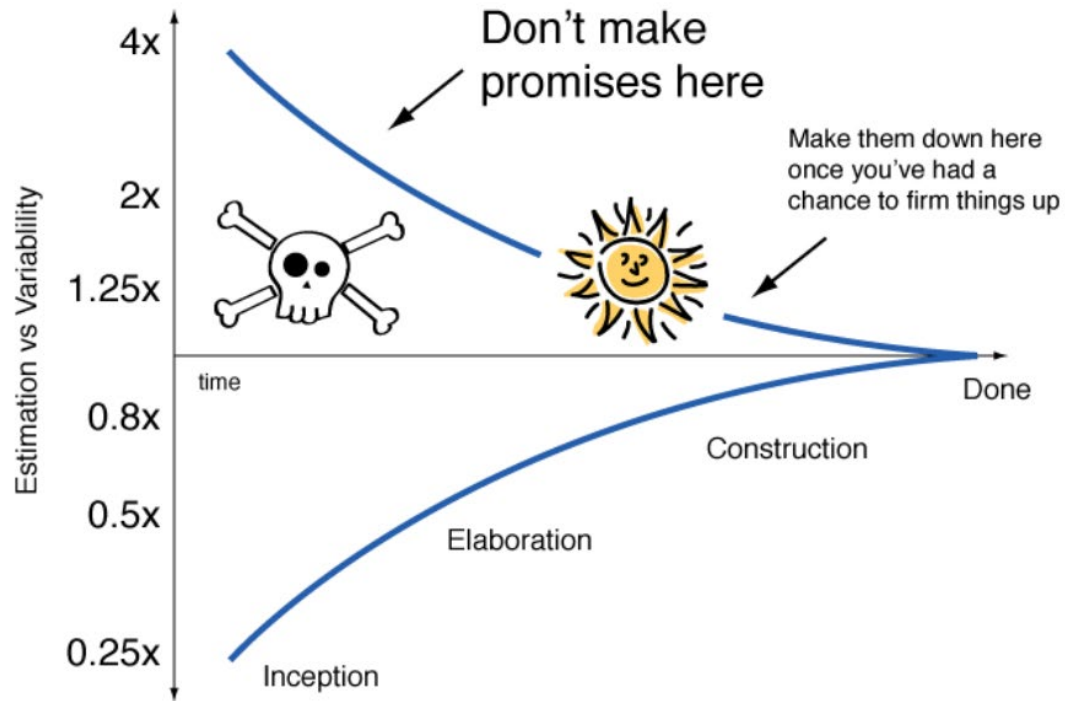
The Second mistake we make

***WE LIE TO OURSELVES ABOUT
HOW MUCH THIS IS GOING TO
COST AND HOW LONG IT'S GOING
TO TAKE***



We do some Bad estimation- Why?

The Cone of Uncertainty (Steve McConnell)



We don't really know because no two projects have:

- The same requirements
- The same people
- The same business context
- The same technology
- The same priorities & constraints



***Yet, precision
is what is
asked for.***



How do we deal with this uncertainty...

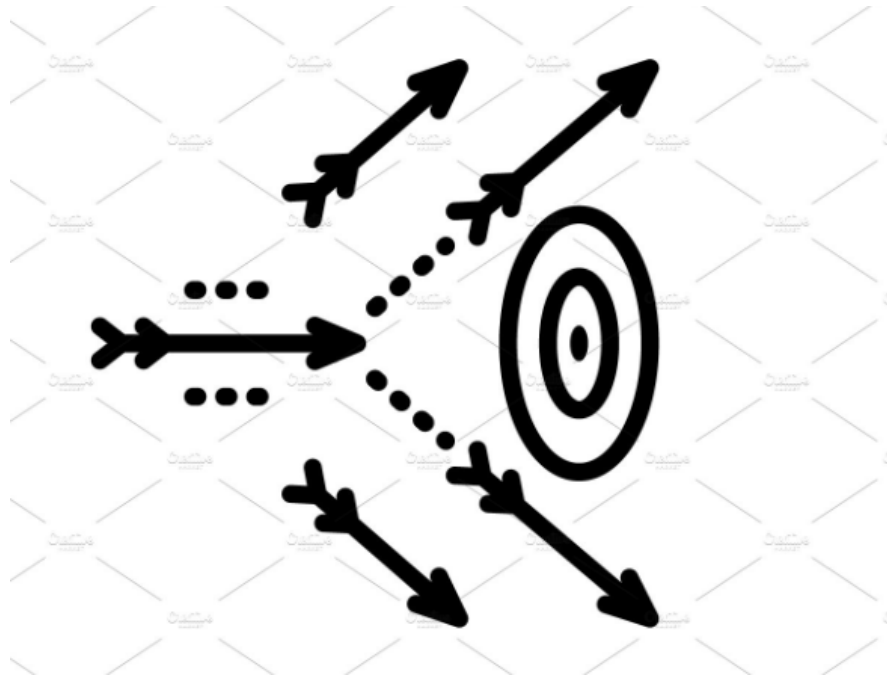
- Be upfront and honest
- Address the risks during planning phase
- Reference previous implementation
- Provide the estimate as a range
- Fund Incrementally

This looks x2 as big as that.



The Third mistake we make

*We start with Inaccurate
Requirements*

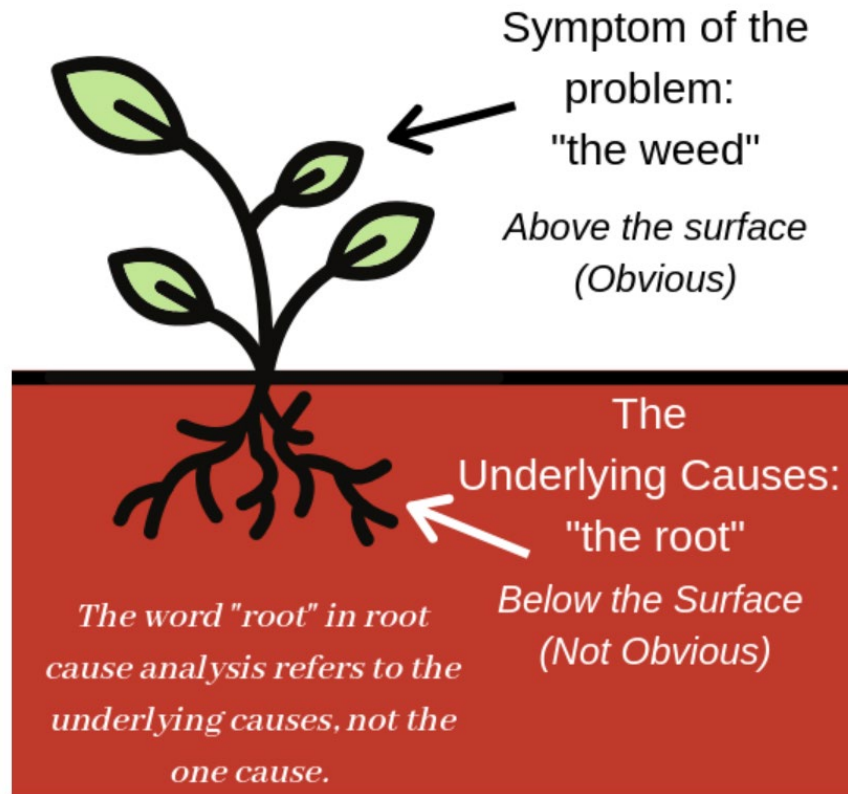


...because we think we all speak the same language



...because we don't get to the root cause
and we stop at the symptom

Root Cause Analysis Basics



Source-AS9100 Store

Avoid those mistake:

1. Use the right business analyst who **understands your business** and who can ask the right questions
2. Get to the root cause by asking **Why 5 times**



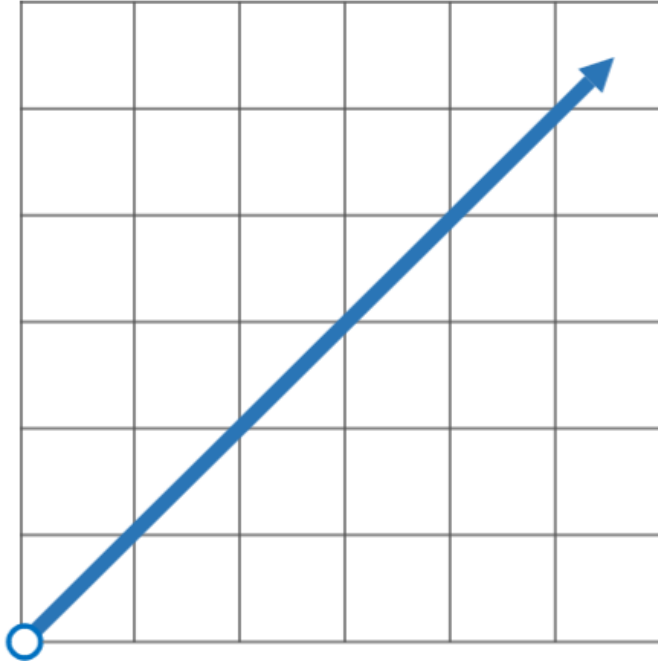
The Fourth mistake we make

A. We're not equipped to manage a moving target – Scope

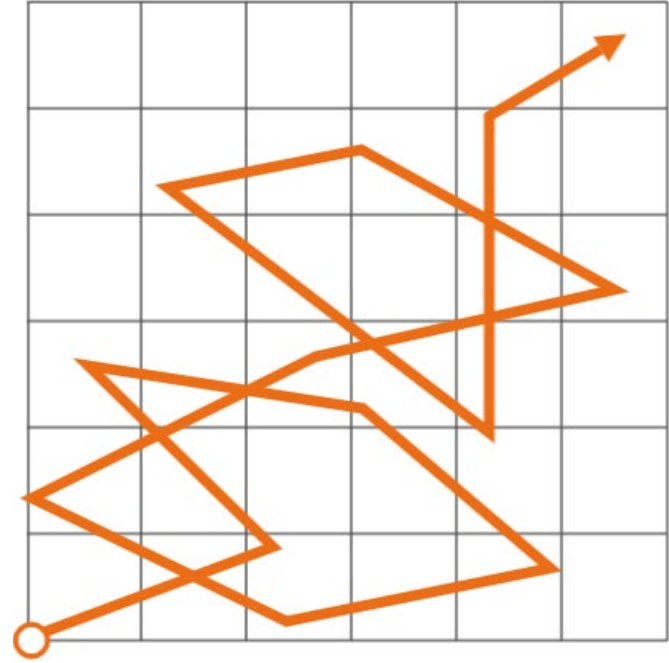
B. We don't consistently manage unexpected risk



We encounter Shifting Objectives..



what I planned.



what happened.

We are not mindful of Scope
Creeps.....

**WHAT IS THE DIFFERENCE
BETWEEN SCOPE CHANGE
AND SCOPE CREEP?**



Use collaborative tools to document decisions and communicate consequences

Construction Contracts

Record Information (1)

Record Number: [Auto assigned by Unifier] Creation Date: Today's Date - default
Title: [Auto assigned by system] Creator: [Unifier User Name]
Record Last Update Date: [Auto assigned by system] Status: Draft, In Progress, Hold, Approved, Rejected

Project Information

Project ID: [Auto assigned] Emergency Project:
Project Name: [Auto assigned] Emergency Project Type: [Federal, POLS]
Program Manager: [Auto assigned] Project Manager: [Auto assigned]

Contract Information

Contract ID: [] Contract Type: [Project Specific, On-Call]
Contract Title: [] Construction On-Call Contract Category: []
Contract Threshold: [Formal >\$200k, Informal <=\$200k]
Contract Terms: [Fixed Price, Time and Material, Lump sum, ...]

Bonding Requirements

Primary Contract Name: []
Contract Title: []
Email: []
Phone: []
Fax: []
SB
VSB

Contract Approval Process - Standard Workflow

Description: Contract, Contract Revision, Amendment & Supplement Approval Process

Legend:

- Start
- End
- Task
- Decision
- Approval Step
- Approval
- Approval (CC)
- Approval (OC)

Managing Global Consultant Contracts in Unifier
January 9th, 2017

VIDEO

Port of LONG BEACH

Real Life Story Time

An FAC Story 1 – Hacking of a system allows continued bad behavior

An FAC Story 2 – Hacking of a system makes business process complicated and confusing



And if we're all a little mad...

“Sanity is a madness put to good uses.”

— George Santayana , [The Essential Santayana: Selected Writings](#)

Let's put craziness to good use...

**WHAT IF WE KEEP SCOPE
FLEXIBLE AND A MOVING
TARGET?**



Here's another crazy idea

**STARTING SMALL
DOESN'T MEAN YOU CAN'T
THINK BIG.**

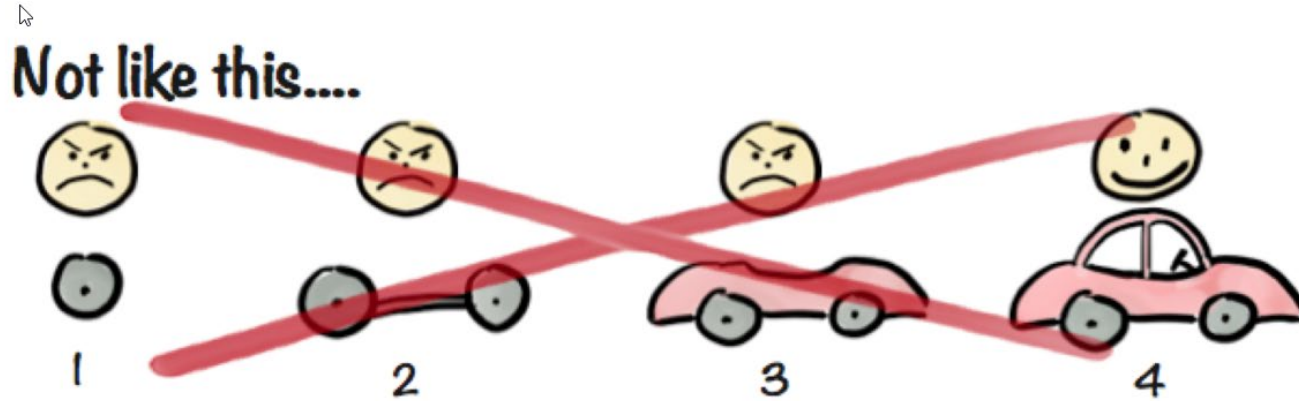


The Agile Approach

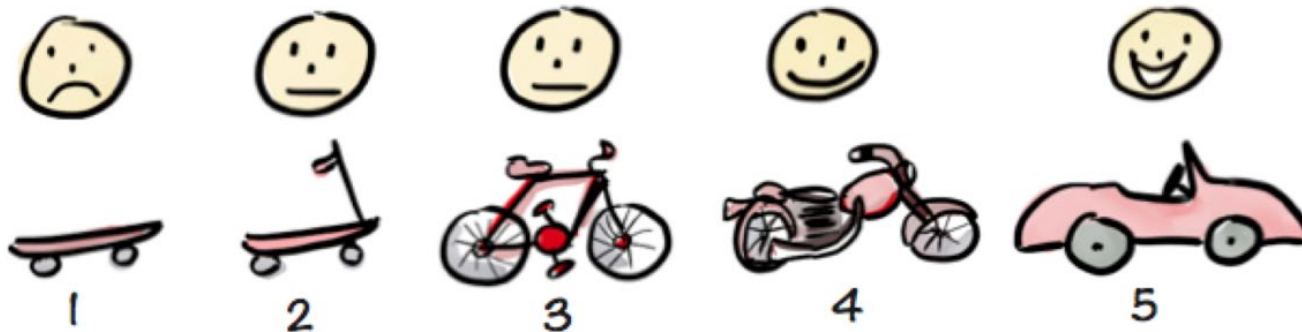
- If time and budget are fixed, scope must be flexible
- Allows priorities to shift based on most pressing needs
- Minimizes the risk by working in short iterations and sprints



Agile means to manage and implement in sprints



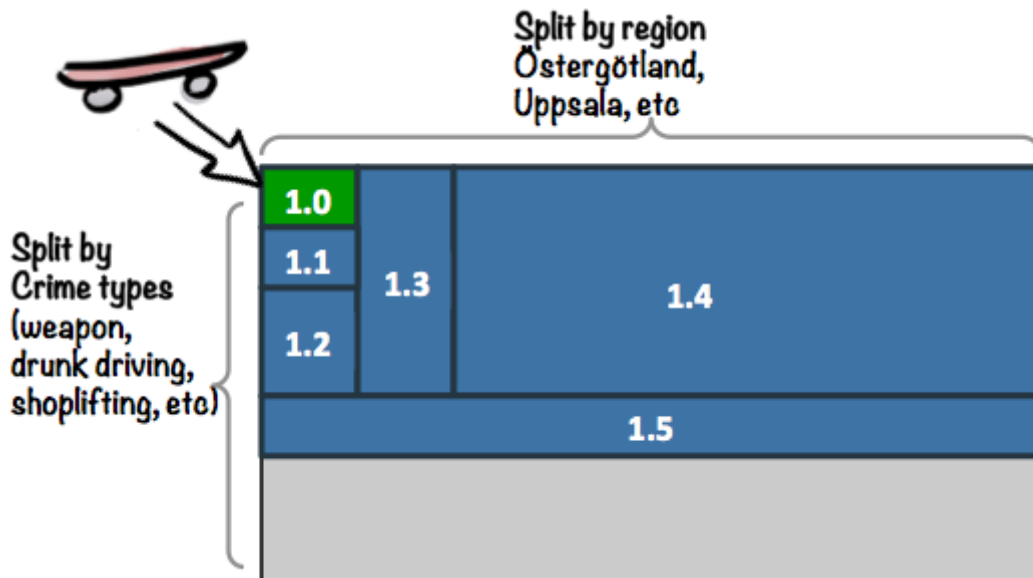
Like this!



Source: Henrik Kniberg

Swedish Police Case Study

- PUST (Polisens Utrednings STöd)
- First failed attempt took 7 years
- Second time around project came in 2nd for CIO Awards “Project of the Year”).




Main success factor:
**didn't try to build the
whole thing at once**

Advice to start off on the right Path to Success

1. Implement it as a **CULTURE CHANGE** initiative
2. Be **UPFRONT** about what it's going to cost and how long it will take –use **RANGES** and please do risk planning
3. Ensure you have the **RIGHT ADVISOR** who understands your business and industry to start with right business requirement
4. Be **FLEXIBLE** on **SCOPE**—and **RE-PLAN** frequently to make sure plans are still on track, or to adjust plans before it's too late.
5. **THINK BIG** but start **SMALL** - implement in phases

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Thank you.

