Table 3-1. Summary of Classic Mistakes

People-Related Mistakes	Process-Related Mistakes	Product-Related Mistakes	Technology-Related Mistakes
Undermined motivation Weak personnel Uncontrolled problem employees Heroics Adding people to a late project Noisy, crowded offices Friction between developers and customers Unrealistic expectations Lack of effective project sponsorship Lack of stakeholder buy-in Lack of user input Politics placed over substance Wishful thinking	Overly optimistic schedules Insufficient risk management Contractor failure Insufficient planning Abandonment of planning under pressure Wasted time during the fuzzy front end Short-changed upstream activities Inadequate design Short-changed quality assurance Insufficient management controls Premature or too frequent convergence Omitting necessary tasks from estimates Planning to catch up later Code-like-hell programming	Requirements gold-plating Feature creep Developer gold-plating Push me, pull me negotiation Research-oriented development	Silver-bullet syndrome Overestimated savings from new tools or methods Switching tools in the middle of a project Lack of automated source-code control