

# Understanding why Projects Fail

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We know projects fail. Why?

When are good times to figure out why projects fail?

## 5 Stages in Project Lifecycle



Introducing:

- Pre-mortems
- Post-mortems

## Post-mortem

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# What is a Post-mortem?

- Learning from past experiences

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- Improving team morale



## 6 R's of Effective Debriefs

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- Reconvene

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- Reset
- Review
- Refine
- Recap

Allows the team to:

- Return from any emotional highs or lows
- Individually identify concerns/feedback

- Set a time
- When is too late?
- When is too early?
- When to decide the time?



- No ego, no rank
- Reduce authority gradient
- Only one role - facilitator

- Identify objectives/goals
- Assess performance
- Use context rich stories
- Provide feedback

- Plan for getting/doing better
- Focus on individual and team performance

# Recap

- Review all learnings
- Make sure everyone is on the same page

## Pre-mortem

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- Apply learning from past experiences - prospective hindsight
- Increasing team communication - align on project risks, involve cross-functional teams
- Proactive risk assessment - reduce overconfidence



# Steps to conducting a pre-mortem

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- Create a plan
- Identify potential project failures
- Share risks
- Identify risks with high likelihood and/or severity
- Review and revise project plan

## Practical exercise