

# **Advanced Project Management**

IS 594, Section PJ



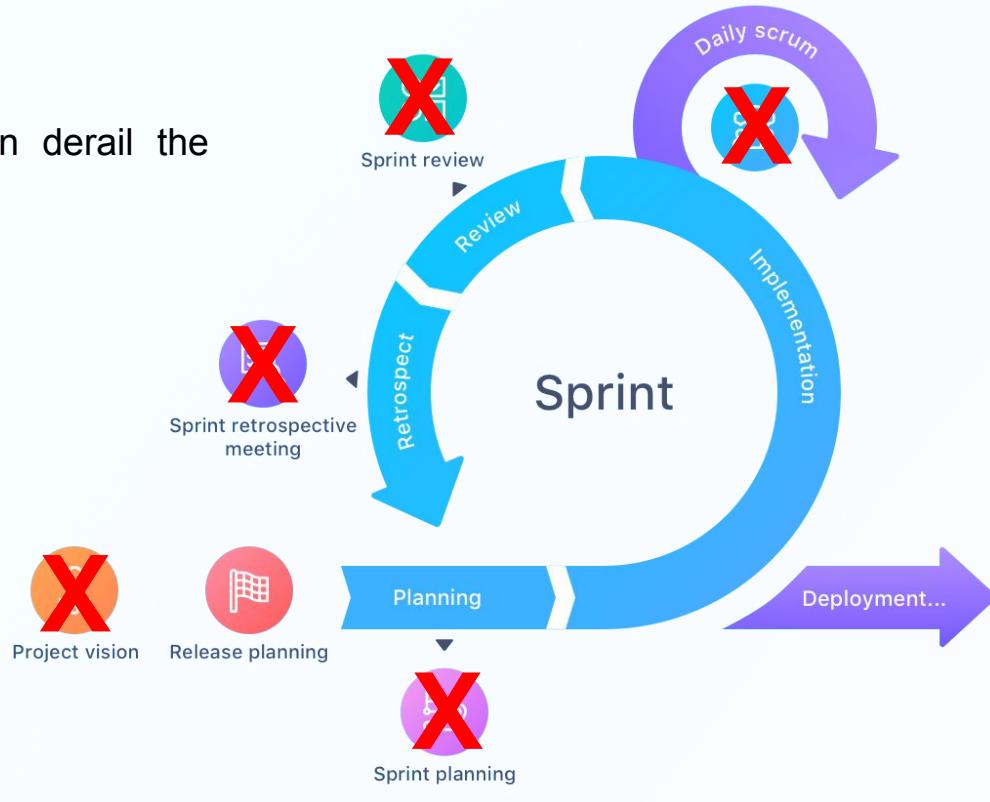
**Failure Points I  
(Managing for Contingency)**

# **What Are We Doing Here?\***

\* this is a rhetorical question

# The Sprint Model and Agile Methodology

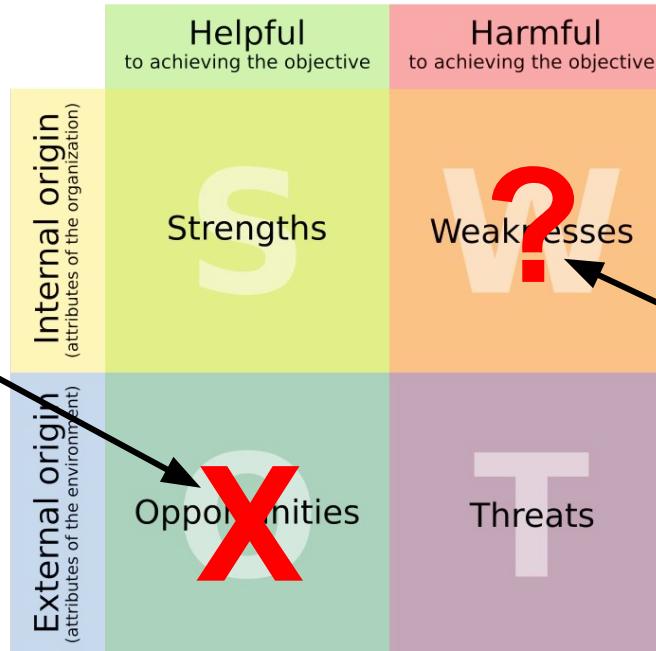
Any one failure point can derail the entire project (too brittle?).



# SWoT: Strengths, Weaknesses, Opportunities, and Threats

## SWOT ANALYSIS

Poor understanding  
of market in which  
project is embedded.



Poor understanding  
of internal problems.

# Gamification in Open-source Project Participation

## Top 5 Open-source Tools in 2021

<https://raccoongang.com/blog/top-5-open-source-gamification-tools-2021/>

## Gamification

<https://www.valamis.com/hub/gamification>



Gamification focuses on:

- Goals, Status, Building Fellowship, Education, Rewards

Successful gamification:

- taps into **intrinsic motivation** (become more skilled at the job).
- offers an **extrinsic motivation** (rewards, points and badges).

Workflows allow us to identify critical failure and ambiguity points, but too many steps in workflow make you vulnerable to both isolating and cascading failures.

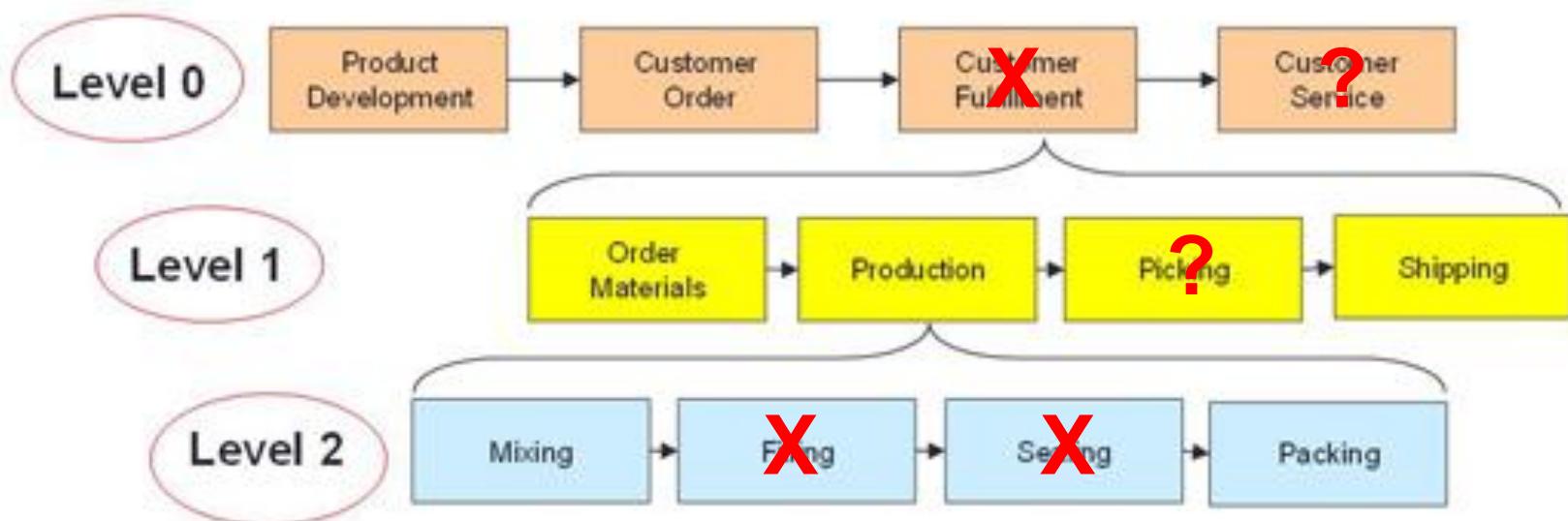


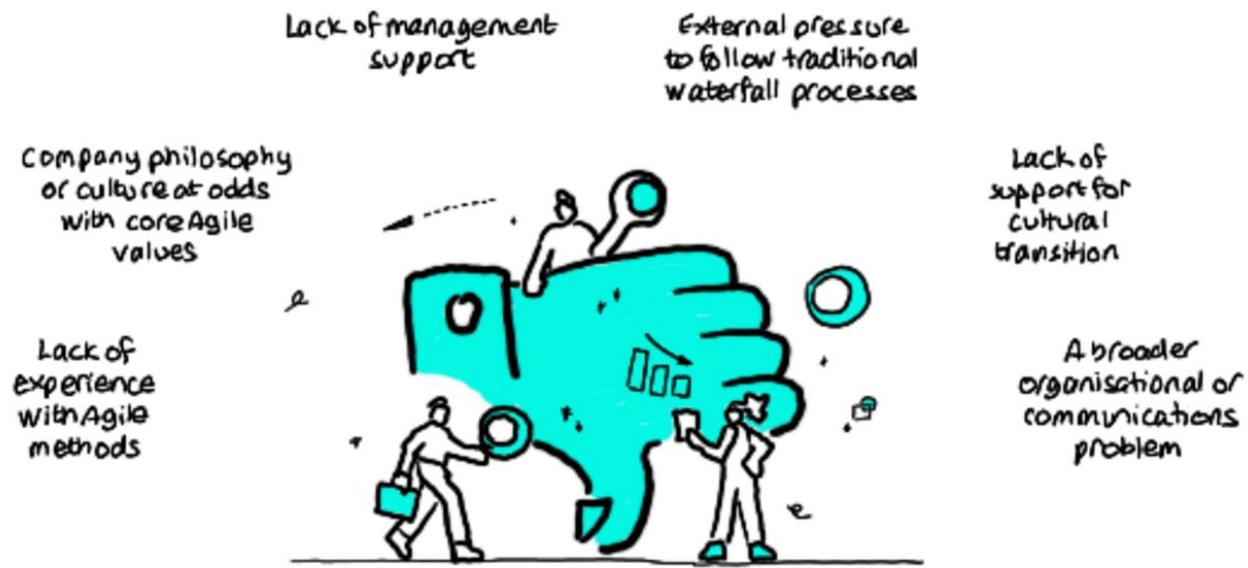
Figure 1 – Levels of Process Maps

Miller, G. J. (2013). Agile problems, challenges, & failures. PMI Global Congress.

Around 50 challenges found via internet search:

- 1) inadequate communication.
- 1) day-to-day operations.
- 1) Buy-in from management, stakeholders, teams.
- 1) changing mindsets (culture shift).
- 1) Team members with the proper experience and intuition.

# What causes Agile projects to fail?



How adopting Agile can destroy your organisation. Simon Goodchild Medium.

[https://medium.com/@simon\\_95798/how-adopting-agile-can-destroy-your-organisation-27e0d48dace1](https://medium.com/@simon_95798/how-adopting-agile-can-destroy-your-organisation-27e0d48dace1)

**Waterfall**

**Agile**

Better Technical Methods (enabling)

Better Communication Methods (enabled)

Loss of Planning Capacity (disabled)

More Flexibility, Responsiveness to Change  
(enabled)

Going Back to Amateur Hour?  
(self-organization is not a cure-all)

## **One size does not fit all!**

Each application of methods, workflows should be unique. Failure points will likewise be unique.

**How do we know what our failure points are?**

# Failure Modes

Poor Alignment with Goals or Program.

Choice of Technology.

Bad Planning and/or Inexperience.

Incomplete Requirements.

Lack of Resources and Support.

Unclear Expectations.

Scope Creep.

Swift Trust.

Shaker, K. (2010). Why do projects really fail? *PM Network*, 24(7), 20–21.

<https://www.pmi.org/learning/library/identify-factors-cause-project-failure-2442>

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**Scope Creep:** scope of project grows unnecessarily and beyond the ability to manage with existing processes.

III-defined Project Scope Requirements, Too Many Cooks in the Kitchen, Lack of Task Prioritization, Poor or Missing Change Control Process, Unchecked Client Requests.

**Denver International Airport example:**

Project was overly complex and at odds with stakeholders. Need for thousands of post-hoc design changes.

**Boston's Big Dig example:**

Project was way over budget and behind schedule. Different groups were consulted separately, which lead to uncoordinated processes.

**Swift Trust:** assembling a diverse team of experts that forms a virtual team for an urgent deadline or project.

**Stakeholder circle method:** five step process to identify, prioritize, visualize, engage, and monitor/communicate.

Heathrow Terminal 5 example: several failure points.

- no contingency plan for things that might go wrong, no training, lack of investment, poor implementation.

Bourne, L. & Kasperczyk, S. (2009). Introducing a stakeholder management methodology into the EU. PMI Global Congress.