



Connect & Protect 2022

Why projects fail at the start, not the end

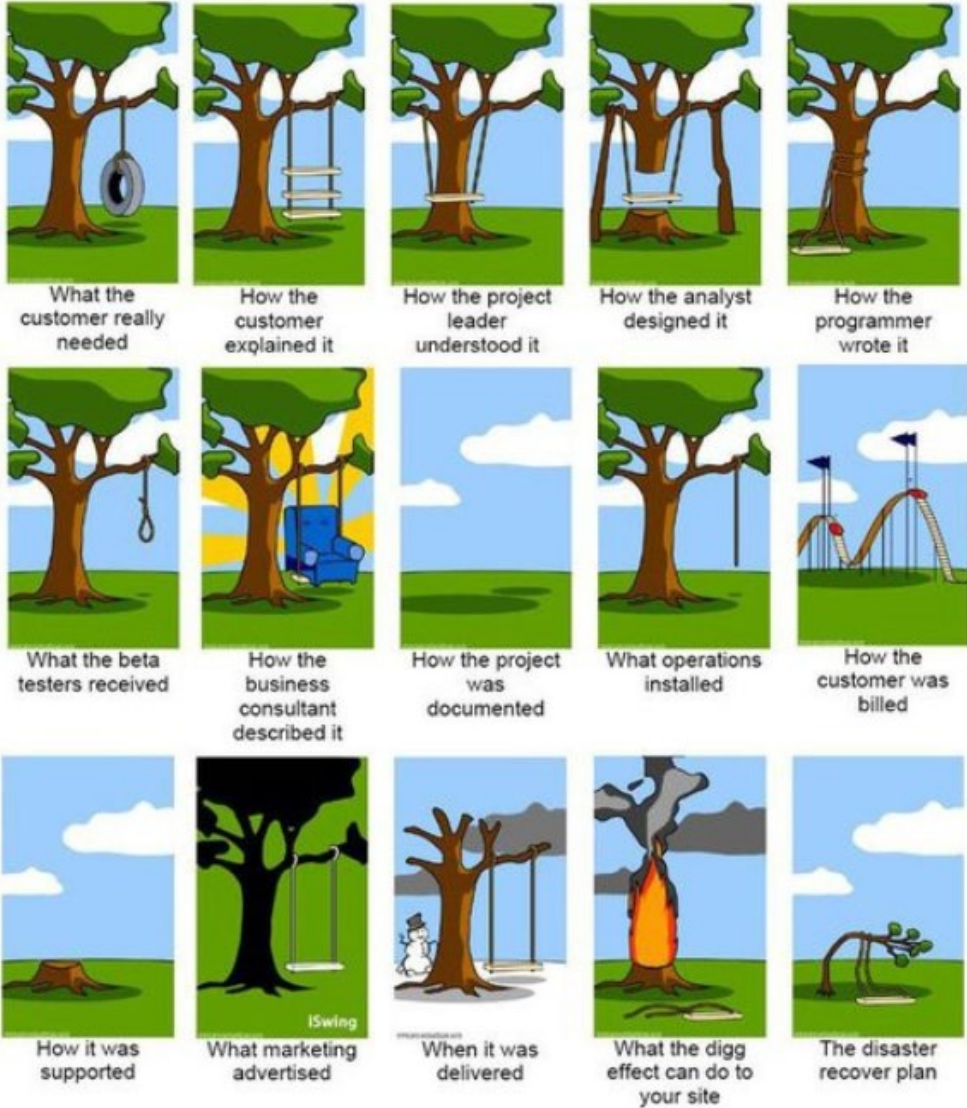
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Why are we here?

To help you better execute projects by:

1. Understanding the criticality of the elements at the start that drive overall success
2. Recognizing that uncertainty and unpredictability are the norm
3. Learning how to design projects to be more resilient and adaptable

What role do you fulfill on projects you are part of?



The Marshmallow Challenge



Count Down

Learnings

Build a Tower, Build a Team Learnings

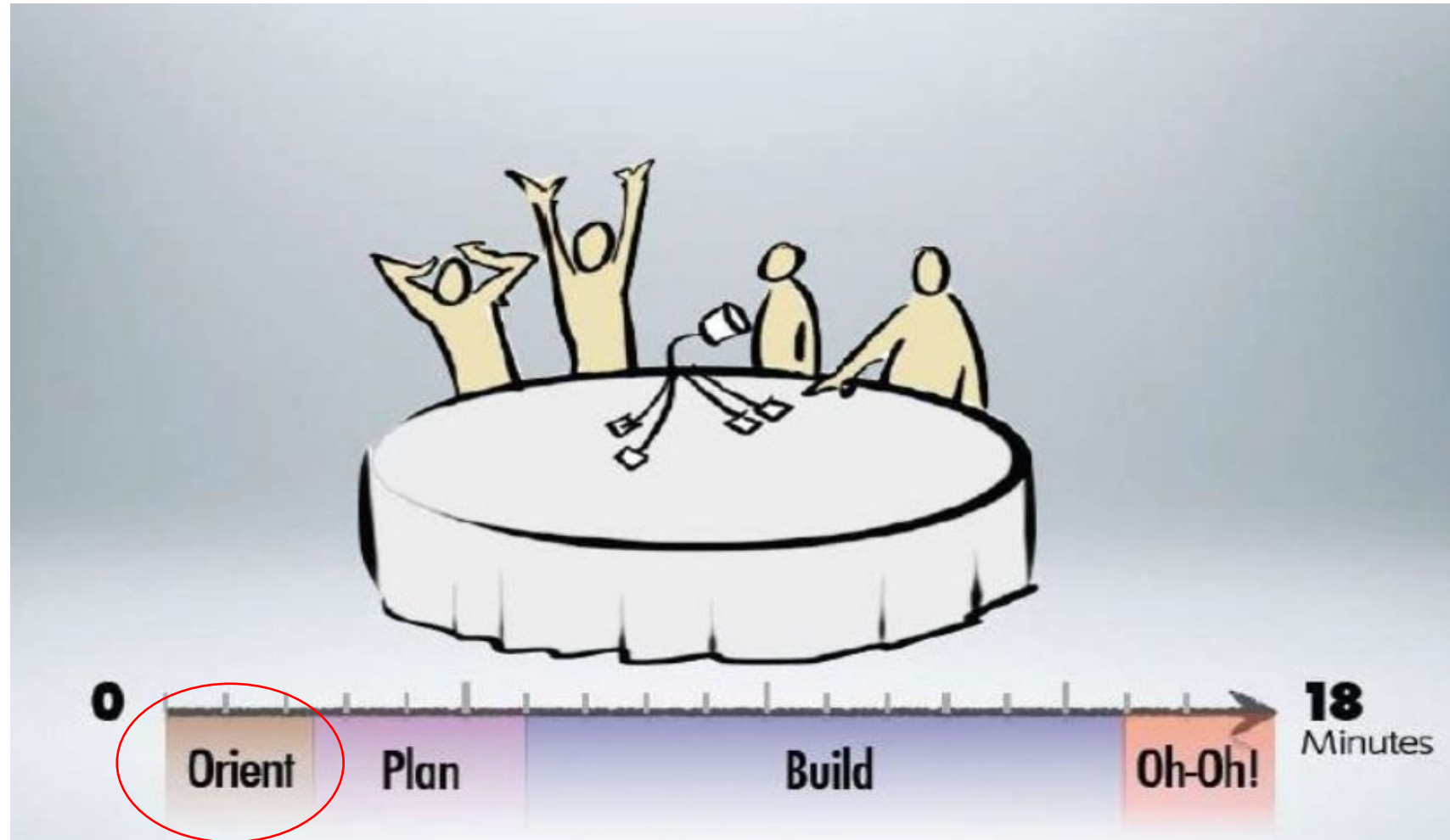
- Investing time up front to plan
- Prototyping matters, fail fast
- Clear and measurable objectives matter
- Testing matters
- Diverse skills matter; so do facilitation skills
- Foundation matters (stronger, then taller)
- Finding hidden assumptions matters
- Projects fail at the start ... not at the end
- Others...?

Use with your teams - details at www.marshmallowchallenge.com

**Starting well has
great power**

**It provides a
basis for more
easily and
effectively
addressing
future
challenges that
all projects
inevitably face**

Why do you believe project initiation matters?



Starting projects requires a wide variety of decisions to be made quickly using a variety of project management tools

- Sponsorship
- Strong leadership
- Scope: clear goals and measurable objectives
- Resources
- Budget
- Team composition
- Governance
- Project planning
- Managing change
- **Others ... ?**



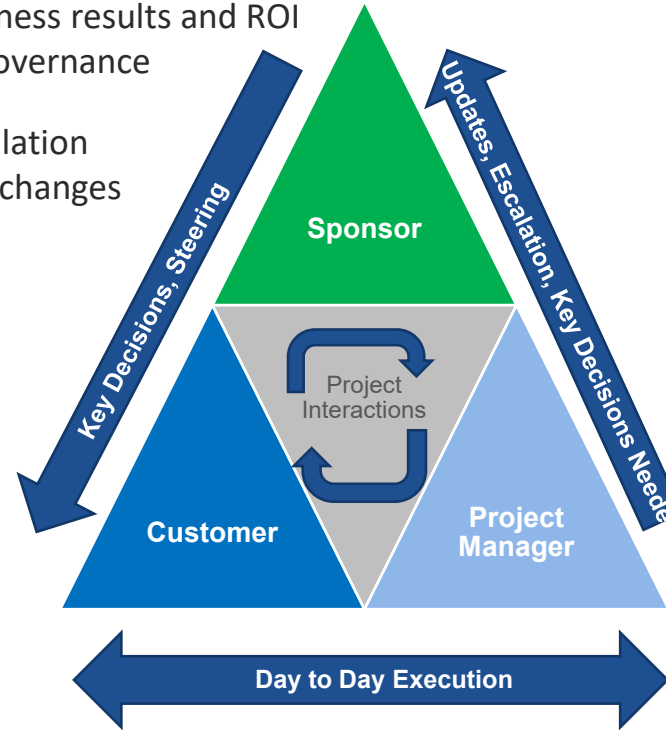
Sponsor, Customer, and Project Manager (PM) must forge an ongoing interaction with clear roles to ensure project success

Sponsor

- Alignment to Strategy
- Achievement of business results and ROI
- Quick and decisive governance (steering, decisions)
- Highest point of escalation
- Approves significant changes

Customer

- Achieving business objectives through project execution
- Representing all project deliverables (i.e. a conversion, a new product, an acquisition)
- Making day-to-day decisions
- Defining and declaring of satisfaction for the deliverables (Conditions of Satisfaction)
- Assessing if a change is needed
- Approving tactical changes

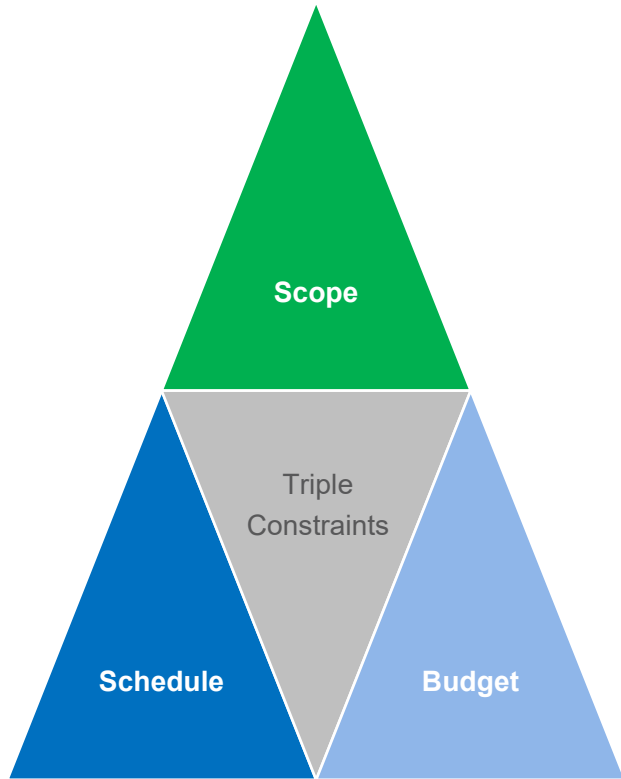


Project Manager

- Establishing and leading project team
- Day-to-day management of Scope, Schedule, Budget
- Ensuring project objectives are met
- Applying Project Management best practices to minimize risks and resolve issues
- Controlling Change and determining impacts (scope, schedule, budget)

This is the start of
your foundation

Flexibility Matrix – Managing the Triple Constraints



Resources (Cost)

Cost is most flexible. If necessary, the project can add resources/increase costs per approvals to address needed scope and deliver on time.

Schedule (Time)

Timing/meeting commitments is extremely important, however, the project must take the time to deliver the needed platform and capabilities, and demonstrate sustainability. Sustainability is more important than delivering on time.

Scope (Quality)

Scope is most constrained. The project must deliver high quality solutions that fully address the requirements.

	Least Flexible	Moderate Flexibility	Most Flexible
<i>Resources</i>			X
<i>Schedule</i>		X	
<i>Scope</i>	X		

Project Objective Statement and Success Criteria

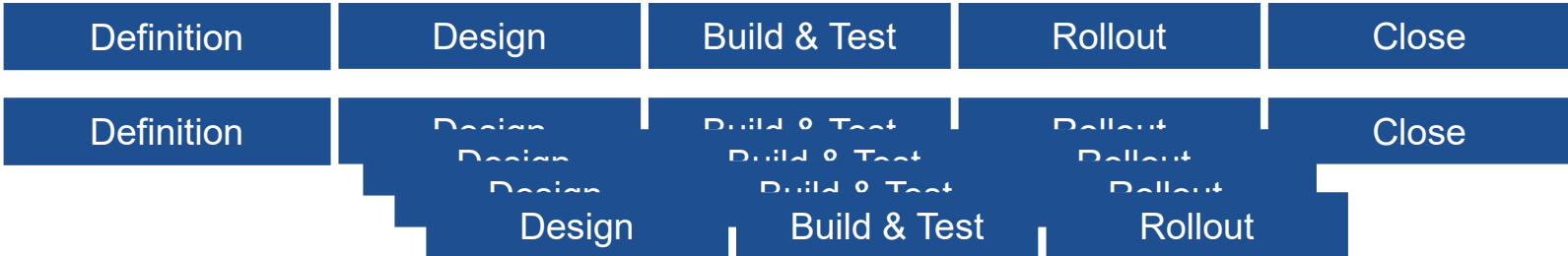
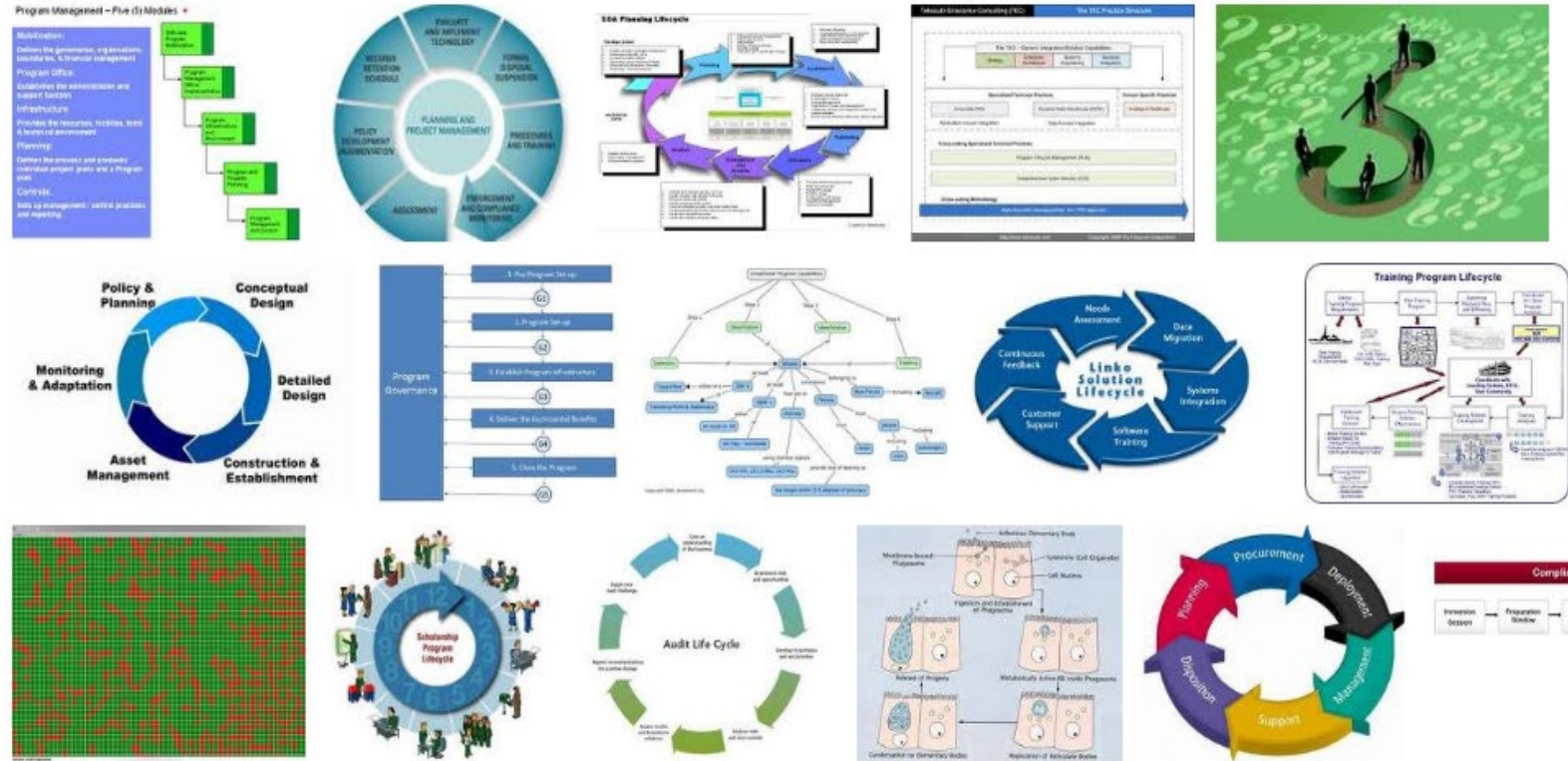
Objective

Build the tallest freestanding structure using:

- 20 pieces of spaghetti pasta
 - 3 feet of tape
 - 3 feet of string, easily broken
 - 1 marshmallow
-
- The whole, entire, un-cut, un-eaten marshmallow must be on top of the structure
 - Height is measured from the table top surface to the top of the marshmallow
 - Challenge must be done **in 18 minutes**

Success Criteria Or Conditions of Satisfaction

What do all of these lifecycles have in common?



Planning!

**“Plans are worthless, but
planning is everything”**

**If this is true,
why plan at all?**

Leaders of projects spend time on...

1. Planning the project

- Intensive at the front-end
- On-going, continuing

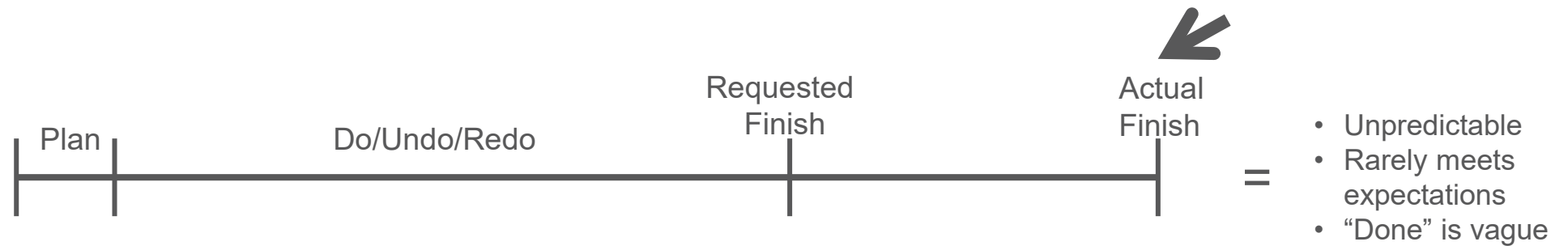
2. Running the project

- Leading
- Managing
- “Doing the work” (on larger, complex projects, most of the work is performed by the team)

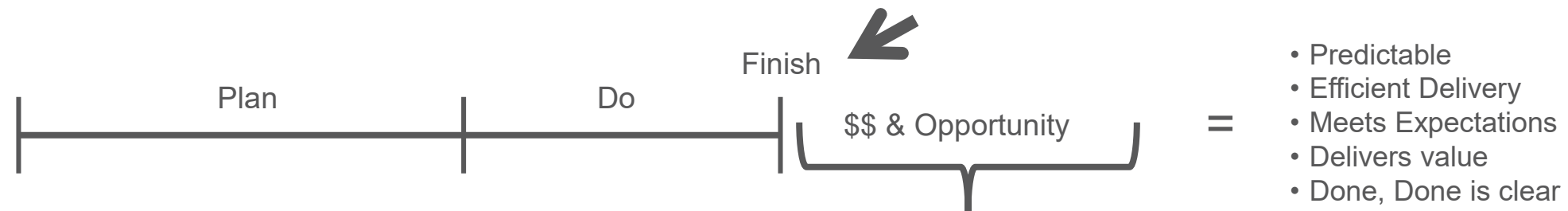
Successful projects require doing both of these extremely well ... with focus!

Value of Planning Projects

Without Planning



With Planning



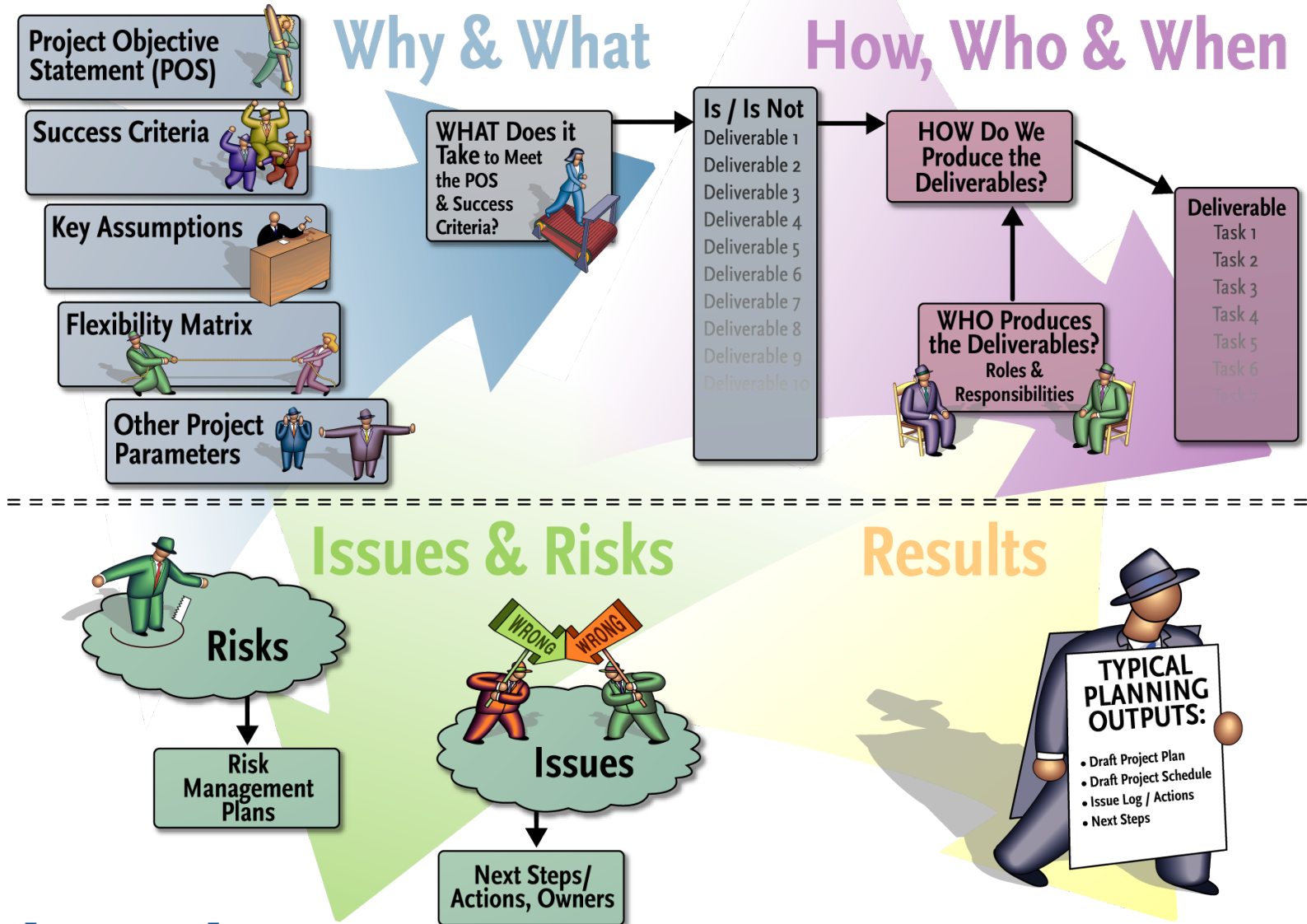
Project Management and effective planning decreases implementation costs & delivers the needed business benefit while freeing up resources to pursue additional opportunities

A real live example - America: A Tribute to Heroes

- **Initiation** (calls between executives) occurred 9/17
- Program Office erected 9/18
- **Planning** ensued immediately
- **The Telethon went live Friday, 9/21 at 8PM EST and rolled by zone**
- The infrastructure to support the call volume and internet traffic included multiple competing telecommunication companies
- The call centers and 10,000 volunteers came from multiple competing financial institutions
- The telethon aired on 30 television networks, 8,000 radio stations, and on the Internet
- “A Tribute to Heroes” raised over \$150 million for 9/11 victims and their families, specifically police officers and firefighters, which was provided to the United Way September 11 Telethon as a result of the telethon



Project Planning Workshop



Change is inevitable and if left uncontrolled, can cause project failure

1. Plan for Change at the Start

- Document the change control process
- Discuss and align with the Sponsor and Customer on the process

2. Control Change Throughout

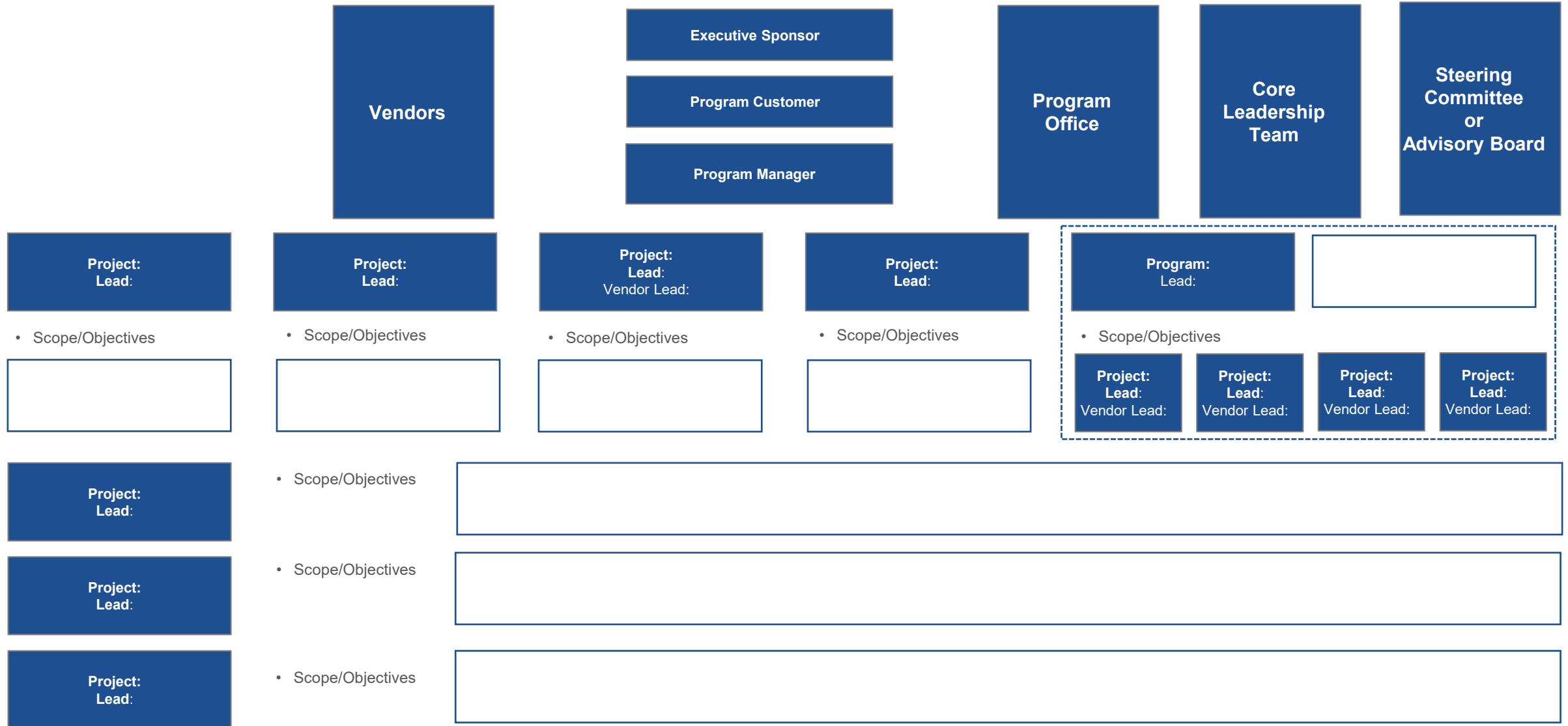
- Complete a change request form
 - Describe the change
 - Identify all impacts to scope, schedule, budget/resources and quality
 - Identify options to address the change
- Review the change request with impacted stakeholders to determine the best option
- Present the recommendation for approval

Design and implement a strong project governance structure

- Ensure roles and responsibilities are clear and socialized
- Ensure individuals with relevant experience and authority are on the steering committee and project core team
- Design a clear decision and escalation process for the project and ensure the team understands and follows the process
- Use the governance structure to challenge assumptions and key decisions

No “rubber stamping” of critical decisions

Program/Project Governance Structure



Plan for how decisions will be made

Avoid Red Flags



- Misleading experiences
- Misleading pre-judgements
- Inappropriate self-interest
- Inappropriate attachments

Provide opportunities for group discussion and challenge

- Use a structured or facilitated workshop to collaboratively plan the project
- Seek diverse viewpoints and experience
- Establish a project culture of being open to challenge and questioning key assumptions and decisions
- Encourage and welcome “conflict” and differing viewpoints as part of the team interactions
- Use data to challenge pre-judgments and self-interest
- Periodically revisit key assumptions

Decisions: Monitor and Observe

- Be alert to when red flags are present
- Actively address during team planning and weekly meetings
- Maintain a key decisions log and periodically review and adjust; decisions can be reversed during a project
- Periodically revisit decisions and their results for immediate learning, application, and sharing

#	Due Date	Decision To Be Made	Owner	Decision Made By	What The Decision Was / Resolution	Date Made
1						
2						
3						
4						
5						

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Lessons Learned

**Projects fail at the
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... the END