Project Management That Works!

Rick A. Morris, PMP, OPM3, MCITP
rmorris@rsquaredconsulting.com
Understanding You!
Understanding You

- DiSC Profile
- How to Deliver Proper Messages
  - High D – Direct
  - High I – Feeling, Social
  - High S – Balanced and Friendly
  - High C – Detail Oriented
## Communication Types

<table>
<thead>
<tr>
<th>Category</th>
<th>D</th>
<th>I</th>
<th>S</th>
<th>C</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Basic Motivation</strong></td>
<td>Challenge and Control</td>
<td>Recognition and Approval</td>
<td>Stability and Support</td>
<td>Quality and Correctness</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Basic Desires</strong></td>
<td>Freedom from control</td>
<td>Prestige</td>
<td>An area of specialization</td>
<td>Clearly defined tasks</td>
</tr>
<tr>
<td></td>
<td>Authority</td>
<td>Friendly relationships</td>
<td>Identification with a group</td>
<td>Details</td>
</tr>
<tr>
<td></td>
<td>Varied activities</td>
<td>Freedom from details</td>
<td>Established work patterns</td>
<td>Limited risks</td>
</tr>
<tr>
<td></td>
<td>Difficult assignments</td>
<td>Opportunities to help others</td>
<td>Security of a situation</td>
<td>Time to think</td>
</tr>
<tr>
<td></td>
<td>Opportunities for advancement</td>
<td>Opportunities to motivate others</td>
<td>Consistent, familiar environment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Choices, rather than ultimatums</td>
<td>Chance to verbalize ideas</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Responds Best to Leader</strong></td>
<td>Provides direct answers</td>
<td>Is fair and also a friend</td>
<td>Is relaxed and friendly</td>
<td>Provides reassurance</td>
</tr>
<tr>
<td><strong>Who:</strong></td>
<td>Sticks to task</td>
<td>Provides social involvement</td>
<td>Allows time to adjust to changes</td>
<td>Listens to suggestions</td>
</tr>
<tr>
<td></td>
<td>Gets to the point</td>
<td>Provides recognition of abilities</td>
<td>Allows to work at own pace</td>
<td>Spells out detailed operating procedures</td>
</tr>
<tr>
<td></td>
<td>Provides pressure</td>
<td>Offers rewards for risk-taking</td>
<td>Gives personal support</td>
<td>Provides resources to do tasks correctly</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Communication Types

<table>
<thead>
<tr>
<th>Category</th>
<th>D</th>
<th>I</th>
<th>S</th>
<th>C</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Perceived Strengths</strong></td>
<td>Independent</td>
<td>Enthusiastic</td>
<td>Patient</td>
<td>Persistent</td>
</tr>
<tr>
<td></td>
<td>Efficient</td>
<td>Dramatic</td>
<td>Dependable</td>
<td>Organized</td>
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<tr>
<td></td>
<td>Practical</td>
<td>Outgoing</td>
<td>Reliable</td>
<td>Serious</td>
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<tr>
<td></td>
<td>Determined</td>
<td>Personable</td>
<td>Agreeable</td>
<td>Industrious</td>
</tr>
<tr>
<td><strong>Potential Weaknesses</strong></td>
<td>Pushy</td>
<td>Egotistical</td>
<td>Awkward</td>
<td>Moody</td>
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<td></td>
<td>Dominating</td>
<td>Undisciplined</td>
<td>Dependent</td>
<td>Indecisive</td>
</tr>
<tr>
<td></td>
<td>Insensitive</td>
<td>Manipulative</td>
<td>Slow</td>
<td>Moralistic</td>
</tr>
<tr>
<td></td>
<td>Unreasonable</td>
<td>Talkative</td>
<td>Fearful</td>
<td>Picky</td>
</tr>
</tbody>
</table>
Is This True?

- Projects with realistic budgets and timetables don’t get approved.
- The more desperate the situation the more optimistic the progress report.
- A user is somebody who rejects the system because it’s what he asked for.
- The difference between project success and failure is a good PR company.
- Nothing is impossible for the person who doesn’t have to do it.
- A freeze on change melts whenever heat is applied.
- You understood what I said, not what I meant.
- If at first you don’t succeed, rename the project.
- Everyone wants a strong project manager - until they get him.
- The worst project managers sleep at night.
- A failing project has benefits which are always spoken of in the future tense.
- Projects don’t fail in the end; they fail at conception.
- Visions are usually treatable.
- Overly ambitious projects can never fail if they have a beginning, middle and no end.

- Adapted from Michael Krigsman – TechRepublic.com
Making Emotional Conversations Unemotional
What causes emotional conversations?

- Mandated Dates
- Stressed/Overworked Team Members
- Estimates That Are Not Reliable
- The Project Blame Game
- Post-Project Negotiations
- What else?
Examples

- That date is impossible!
- We don’t have enough resources!
- I thought you said 40 hours!
- It’s not my fault, the developers missed their target!
- That’s a scope change!
Step One

- Establish your mindset....
  - Don’t say the negative statement
  - Learn not to say no, instead say yes with the condition.
  - Understand the long term effect of the conversation
Step Two

➢ Get to the data!
   ➢ Data rules all. Data takes an emotional based conversation and turns it into an unemotional fact based discussion.
Step Three

- Once the data is presented, accept the answer given.
  - This may be difficult, but again our focus is on the end game. Not the immediate win.
Communications Management
Qualify the Questions

 How’s everything going?

 Don’t Lie! – It is what it is
 Deal with fear
 Admitting when you are wrong
 Sometimes it can’t be fixed….the sooner you deal with the issue the better.
Unreliable Estimates

- Ask all of the questions, not just how long
- Name That Tune!
  - I can write that code in 4 hours
- Define the word “done”
- Utilize PERT
  - \( \frac{BC + (4 \times ML) + WC}{6} \)
First, if possible, don’t share the mandated date with the team. Not until true estimates are given.

Don’t speak in dates, speak in time, commitment, deliverables, and predecessors.

Let the date “fall” out in a project plan.

Adjust thinking based on the results of the project plan.
Dealing with Mandated Dates

- Now baseline the plan. (Very Important)
- Present the DATA to the project sponsor.
  - Be truthful and honest
  - Present options, not problems
  - Don’t be afraid to ask for what you need
- If you don’t get what you need, baseline the “new” plan for future reference.
- Track the plan and report results. Use this as a basis for the next mandated date.
Stressed / Overworked Team Members

- Protect your team at all costs
- Do we have to work weekends and overtime?
- Know their utilization, be factual
- Don’t forget, “Drop everything” doesn’t mean drop everything!
A Real Risk Assessment
Current Process

➢ ...so we are told:

Create WBS
…so we are told:

- Create WBS
- Identify Risks
…so we are told:

- Create WBS
- Identify Risks
- Qualify Risks
Current Process

➢ ...so we are told:

Create WBS ➔ Identify Risks ➔ Qualify Risks ➔ Quantify Risks
Current Process

➢ ...so we are told:

Create WBS → Identify Risks → Qualify Risks → Quantify Risks → Pick Strategy
Current Process

➢ ...so we are told:

Create WBS ➔ Identify Risks ➔ Qualify Risks ➔ Quantify Risks ➔ Residual Risks ➔ Pick Strategy
What Really Happens

PM Creates Plan

Create WBS

Identify Risks

Qualify Risks

Quantify Risks

Residual Risks

Pick Strategy
What Really Happens

PM Creates Plan

PM Identifies Risks

Create WBS

Identify Risks

Qualify Risks

Quantify Risks

Residual Risks

Pick Strategy

PM Identifies Risks
What Really Happens

PM Creates Plan

Create WBS

PM Identifies Risks

Identify Risks

PM Fills Out Spreadsheet

Qualify Risks

Quantify Risks

Residual Risks

Pick Strategy
What Really Happens

- PM Creates Plan
- Create WBS
- PM Identifies Risks
- Identify Risks
- Qualify Risks
- PM Fills Out Spreadsheet
- Quantify Risks
- Residual Risks
- Pick Strategy
- Start Project
Why Risk Assessments Fail

End up with an ambiguous answer:
- This project has a risk level of “medium”
- Your risk assessment score is 4.87

Thanks….but now what?
Two Constraining Laws

- Parkinson’s Law
  - Work will naturally fill the timeframe allotted.

- Murphy’s Law
  - Anything that can go wrong will.
Two More Constraining Laws

- O’Malley’s Law
  - If it can’t possibly go wrong, it will.

- Sod’s Law
  - It will go wrong in the worst possible way

- So, Murphy, O’Malley, Sod, and Parkinson are alive and well.....and working on your project.
Our Dilemmas

- How to capture risk when our team / sponsor / management does not believe in risk or will not attend risk meetings.
- How do we account for risk without allowing Parkinson’s Law.
- How can I use a risk assessment to help drive the contingency that I need?
- How can I create a risk assessment that means something?
Simple Approach

- Set up your Microsoft Project Plan using best practices (i.e. no manually typed dates, everything linked, etc.)
- Save a copy and “break” your plan.
- Figure out if you can recover the plan. If so, what kind of lead time do you need?
- If not, deal with the risk now!
More Involved Approach

- Correlate risk score to time and cost guidelines
- Utilize real incidents and lessons learned to baseline risk
- Create a repository of items to avoid repeatable issues
- Create a system that updates real time as new risks are identified or old risks that are nullified
- Approach begins with general risks, then over time, moves to specific risks
PM Completes Risk Assessment Tool

PM Estimates risk based on previous experience or best guess

Risk is added to project

PM has to defend risk based on the general feeling or what he/she thinks may happen. This may not be an acceptable explanation to Sales or to the Customer.
Second Step

How to Capture Real Risk

Create a real project plan:

- No manually entered dates
- Everything has a predecessor
- Baseline, Baseline, Baseline
<table>
<thead>
<tr>
<th>ID</th>
<th>Task Name</th>
<th>Duration</th>
<th>Baseline Duration</th>
<th>Duration Variance</th>
<th>% Complete</th>
<th>Start</th>
<th>Finish</th>
<th>Predecess</th>
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<tbody>
<tr>
<td>44</td>
<td>6.5 Data Prep for Appropriateness Testing</td>
<td>4 days</td>
<td>5 days</td>
<td>-1 day</td>
<td>100%</td>
<td>Thu 8/25/04</td>
<td>Tue 3/31/04</td>
<td>41</td>
</tr>
<tr>
<td>45</td>
<td>6.6 Test Case Creation / Prep Work</td>
<td>13 days</td>
<td>5 days</td>
<td>8 days</td>
<td>100%</td>
<td>Wed 9/1/04</td>
<td>Mon 3/20/04</td>
<td>44</td>
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<tr>
<td>46</td>
<td>7 Appropriateness Testing</td>
<td>8.5 days</td>
<td>23 days</td>
<td>-14.5 days</td>
<td>100%</td>
<td>Tue 9/28/04</td>
<td>Fri 10/8/04</td>
<td>38,39</td>
</tr>
<tr>
<td>47</td>
<td>7.1 Round 1</td>
<td>8.6 days</td>
<td>9 days</td>
<td>-0.5 days</td>
<td>100%</td>
<td>Tue 9/28/04</td>
<td>Fri 10/8/04</td>
<td></td>
</tr>
<tr>
<td>48</td>
<td>7.1.1 Testing</td>
<td>2 days</td>
<td>2 days</td>
<td>0 days</td>
<td>100%</td>
<td>Tue 9/29/04</td>
<td>Wed 3/29/04</td>
<td></td>
</tr>
<tr>
<td>49</td>
<td>7.1.2 Results Analysis</td>
<td>0.5 days</td>
<td>0.5 days</td>
<td>0 days</td>
<td>100%</td>
<td>Thu 9/30/04</td>
<td>Thu 9/30/04</td>
<td>48</td>
</tr>
<tr>
<td>50</td>
<td>7.1.3 Steering Committee Review</td>
<td>2 days</td>
<td>0.5 days</td>
<td>1.5 days</td>
<td>100%</td>
<td>Mon 10/4/04</td>
<td>Tue 10/5/04</td>
<td>49</td>
</tr>
<tr>
<td>51</td>
<td>7.1.4 KB Modifications</td>
<td>4 days</td>
<td>5 days</td>
<td>-1 day</td>
<td>100%</td>
<td>Mon 10/4/04</td>
<td>Fri 10/8/04</td>
<td>50</td>
</tr>
<tr>
<td>52</td>
<td>9 KE Documentation</td>
<td>5 days</td>
<td>5 days</td>
<td>0 days</td>
<td>100%</td>
<td>Fri 10/8/04</td>
<td>Fri 10/15/04</td>
<td>47</td>
</tr>
<tr>
<td>53</td>
<td>9 Technical Development</td>
<td>73 days</td>
<td>31.5 days</td>
<td><strong>41.5 days</strong></td>
<td>100%</td>
<td>Mon 7/12/04</td>
<td>Thu 10/21/04</td>
<td></td>
</tr>
<tr>
<td>54</td>
<td>9.1 Technical Requirements</td>
<td>5 days</td>
<td>4.5 days</td>
<td>0.5 days</td>
<td>100%</td>
<td>Mon 7/12/04</td>
<td>Fri 7/16/04</td>
<td></td>
</tr>
<tr>
<td>55</td>
<td>9.1.1 Identify Data Integration / Source</td>
<td>2 days</td>
<td>2 days</td>
<td>0 days</td>
<td>100%</td>
<td>Mon 7/12/04</td>
<td>Tue 7/13/04</td>
<td></td>
</tr>
<tr>
<td>56</td>
<td>9.1.2 Identify Integration Requireme</td>
<td>2 days</td>
<td>2 days</td>
<td>0 days</td>
<td>100%</td>
<td>Wed 7/14/04</td>
<td>Thu 7/15/04</td>
<td>55</td>
</tr>
<tr>
<td>57</td>
<td>9.1.2.1 Hierarchy Impact</td>
<td>1 day</td>
<td>1 day</td>
<td>0 days</td>
<td>100%</td>
<td>Wed 7/14/04</td>
<td>Wed 7/14/04</td>
<td></td>
</tr>
<tr>
<td>58</td>
<td>9.1.2.2 Security / Sign-on</td>
<td>1 day</td>
<td>1 day</td>
<td>0 days</td>
<td>100%</td>
<td>Thu 7/15/04</td>
<td>Thu 7/15/04</td>
<td></td>
</tr>
<tr>
<td>59</td>
<td>9.1.3 Identify Hardware / Hosting Req</td>
<td>1 day</td>
<td>0.5 days</td>
<td>0.5 days</td>
<td>100%</td>
<td>Fri 7/16/04</td>
<td>Fri 7/16/04</td>
<td>56</td>
</tr>
<tr>
<td>60</td>
<td>9.2 Systems Engineering</td>
<td>66 days</td>
<td>16 days</td>
<td><strong>50 days</strong></td>
<td>100%</td>
<td>Mon 7/19/04</td>
<td>Tue 10/19/04</td>
<td>54</td>
</tr>
<tr>
<td>61</td>
<td>9.2.1 Technical Integration / Setup</td>
<td>22.4 days</td>
<td>2 days</td>
<td>20.4 days</td>
<td>100%</td>
<td>Mon 7/19/04</td>
<td>Wed 3/10/04</td>
<td></td>
</tr>
<tr>
<td>62</td>
<td>9.2.2 Database Tuning</td>
<td>12 days</td>
<td>2 days</td>
<td>10 days</td>
<td>100%</td>
<td>Mon 10/4/04</td>
<td>Tue 10/19/04</td>
<td>61,43</td>
</tr>
<tr>
<td>63</td>
<td>9.3 Review Tab Customization</td>
<td>3 days</td>
<td>3 days</td>
<td>0 days</td>
<td>100%</td>
<td>Thu 8/31/04</td>
<td>Mon 3/30/04</td>
<td>34,41</td>
</tr>
<tr>
<td>64</td>
<td>9.4 Report Tab Customization</td>
<td>3 days</td>
<td>3 days</td>
<td>0 days</td>
<td>100%</td>
<td>Tue 8/31/04</td>
<td>Tue 10/19/04</td>
<td>35,63</td>
</tr>
<tr>
<td>65</td>
<td>9.5 Screen/Report Testing</td>
<td>2 days</td>
<td>5 days</td>
<td>-3 days</td>
<td>100%</td>
<td>Wed 10/20/04</td>
<td>Thu 10/21/04</td>
<td>64</td>
</tr>
<tr>
<td>66</td>
<td>9.6 Technical Alpha</td>
<td>0 days</td>
<td>0 days</td>
<td>0 days</td>
<td>100%</td>
<td>Thu 10/21/04</td>
<td>Thu 10/21/04</td>
<td>60,65</td>
</tr>
</tbody>
</table>
## Example of Variances

<table>
<thead>
<tr>
<th>Variance</th>
<th>Cause</th>
<th>Project</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>15 days</td>
<td>Legal did not review contracts in time.</td>
<td>Project Management System</td>
<td>Delayed the project completion date.</td>
</tr>
<tr>
<td>$10,000 / 10 days</td>
<td>Key resource left the project midway through. Had to bring in a contractor to complete the job.</td>
<td>New Website</td>
<td>Delayed project completion date</td>
</tr>
<tr>
<td>15 days</td>
<td>Servers were delivered late.</td>
<td>Upgrade</td>
<td>No delay to the project, other items were in progress.</td>
</tr>
</tbody>
</table>
Third Step

➢ Gather real variances and categorize them.
   - Use actual risks and actual impacts
   - Using historical information, correlation can be made between risk and cost/time impacts
   - Instead of a “general” feeling when sales or a customer inquires about the amount of risk, the answer could be, “In project A with product B, an overrun occurred due to …”
### Examples of Categories

<table>
<thead>
<tr>
<th>Original Assessment Categories</th>
<th>New Assessment Categories</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Support (18%)</td>
<td>Upper Management (12%)</td>
</tr>
<tr>
<td>Information Technology (18%)</td>
<td>Scope/Business Case (10%)</td>
</tr>
<tr>
<td>User Involvement (15%)</td>
<td>Contract/Legal (16%)</td>
</tr>
<tr>
<td>Experienced Project Manager (13%)</td>
<td>IT Department (14%)</td>
</tr>
<tr>
<td>Clear Business Objective (11%)</td>
<td>Vendor Risks (8%)</td>
</tr>
<tr>
<td>Team Experience (9%)</td>
<td>Resources (11%)</td>
</tr>
<tr>
<td>Standard Infrastructure (7%)</td>
<td>Technology/Product (8%)</td>
</tr>
<tr>
<td>Firm Basic Requirements (5%)</td>
<td>Schedule (9%)</td>
</tr>
<tr>
<td>Other Criteria (4%)</td>
<td>Project Management (5%)</td>
</tr>
<tr>
<td></td>
<td>Other (7%)</td>
</tr>
</tbody>
</table>
Fourth Step

Create new risk assessment utilizing actual risks and actual impacts. Utilize actual variances to determine impacts.

Create weightings for categories and questions within the category:

<table>
<thead>
<tr>
<th>Question</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are external customers impacted?</td>
<td>10%</td>
</tr>
<tr>
<td>Will there be a pilot group for user testing?</td>
<td>25%</td>
</tr>
<tr>
<td>Has the team seen a demonstration of the product?</td>
<td>10%</td>
</tr>
<tr>
<td>Is this new technology for the organization?</td>
<td>20%</td>
</tr>
<tr>
<td>Is the organization the first to use the technology?</td>
<td>25%</td>
</tr>
<tr>
<td>Has the quality of the technology or the performance of the technology been identified?</td>
<td>10%</td>
</tr>
</tbody>
</table>
### Sample Answers

<table>
<thead>
<tr>
<th>Question</th>
<th>Probability</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are external customers impacted?</td>
<td>Medium</td>
<td>Low</td>
</tr>
<tr>
<td>Will there be a pilot group for user testing?</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>Has the team seen a demonstration of the product?</td>
<td>Low</td>
<td>Low</td>
</tr>
<tr>
<td>Is this new technology for the organization?</td>
<td>Not Applicable</td>
<td>Not Applicable</td>
</tr>
<tr>
<td>Is the organization the first to use the technology?</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>Has the quality of the technology or the performance of the technology been identified?</td>
<td>Medium</td>
<td>Low</td>
</tr>
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</table>
## Sample Calculations

<table>
<thead>
<tr>
<th>Question</th>
<th>Question Weight</th>
<th>Category Weight</th>
<th>BC</th>
<th>ML</th>
<th>WC</th>
<th>Prob.</th>
<th>Imp</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are external customers impacted?</td>
<td>10%</td>
<td>8%</td>
<td>0</td>
<td>5</td>
<td>12</td>
<td>2</td>
<td>1</td>
<td>0.085333</td>
</tr>
<tr>
<td>Will there be a pilot group for user testing?</td>
<td>25%</td>
<td>8%</td>
<td>0</td>
<td>5</td>
<td>15</td>
<td>3</td>
<td>3</td>
<td>1.05</td>
</tr>
<tr>
<td>Has the team seen a demonstration of the product?</td>
<td>10%</td>
<td>8%</td>
<td>0</td>
<td>5</td>
<td>5</td>
<td>1</td>
<td>1</td>
<td>0.033333</td>
</tr>
<tr>
<td>Is this new technology for the organization?</td>
<td>20%</td>
<td>8%</td>
<td>0</td>
<td>5</td>
<td>22</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Is the organization the first to use the technology?</td>
<td>25%</td>
<td>8%</td>
<td>0</td>
<td>5</td>
<td>30</td>
<td>3</td>
<td>3</td>
<td>1.5</td>
</tr>
<tr>
<td>Has the quality of the technology or the performance of the technology been identified?</td>
<td>10%</td>
<td>8%</td>
<td>0</td>
<td>5</td>
<td>5</td>
<td>2</td>
<td>1</td>
<td>0.066667</td>
</tr>
</tbody>
</table>
### Category Totals

<table>
<thead>
<tr>
<th>Category</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upper Management</td>
<td>8</td>
</tr>
<tr>
<td>Scope/Business Case</td>
<td>7</td>
</tr>
<tr>
<td>Contract</td>
<td>2</td>
</tr>
<tr>
<td>IT Department</td>
<td>13</td>
</tr>
<tr>
<td>Vendor Risks</td>
<td>5</td>
</tr>
<tr>
<td>Resources</td>
<td>6</td>
</tr>
<tr>
<td>Technology/Product</td>
<td>2</td>
</tr>
<tr>
<td>Schedule</td>
<td>9</td>
</tr>
<tr>
<td>Project Management</td>
<td>2</td>
</tr>
<tr>
<td>Other</td>
<td>4</td>
</tr>
</tbody>
</table>

### Total Risk

<table>
<thead>
<tr>
<th>Risk Metric</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>Risk Variance</td>
<td>12</td>
</tr>
<tr>
<td>Low Risk Days</td>
<td>47</td>
</tr>
<tr>
<td>Risk Days</td>
<td>59</td>
</tr>
<tr>
<td>High Risk Days</td>
<td>71</td>
</tr>
</tbody>
</table>
PM Completes Risk Assessment Tool

PM assesses probability and impact of each risk. Tool establishes amount of risk by utilizing the formula listed below:

\[
\text{Risk} = \left( \frac{\text{Best Case Actual Risk} + 4 \times \text{Most Likely Actual Risk} + \text{Worse Case Actual Risk}}{6} \right) \times \text{Probability} \times \text{Impact} \times \text{Question Weight Percentage} \times \text{Category Weight Percentage}
\]

At the completion of the project, the PM fills out Risk Identification Form. Information is updated in the Risk Assessment tool. Periodic reviews conducted by PM staff.

Information is updated in the Risk Assessment tool. Current risks are evaluated and updated, new risks added if necessary. PMO works on the highest risk % categories for mitigation strategies.

Impacts of risks compared against baseline and adjusted if necessary. PMO Receives Risk Identification Form. Tool establishes amount of risk by utilizing formula listed below.

PM assesses probability and impact of each risk.
Remember the 2 Laws?

- How do you plan for risk, put it in your project plan, but not give it away to your team?
Turning Around Failing Projects
Mayday! Mayday!

- 59% to 94% of Projects Fail!

Some Bad Signs:
- Poor project planning or no plan at all
- Disagreement on project requirements
- Lack of team involvement
- Lack of a clearly defined end
- Unrealistic demands
- Failure or fear to stop or plan again
What Causes Projects to Fail?

This may not be the list you are thinking of:

- The Halo Effect….gone wild!
- Mandated Dates
- Stressed/Overworked Team Members
- Nobody agreed on what the project was going to be in the first place
Groupthink: The act or practice of reasoning or decision-making by a group, especially when characterized by uncritical acceptance or conformity to prevailing points of view.
Sometimes it can’t be or shouldn’t be saved!
Technology can be the biggest issue!
If we had just two more weeks........
- Sometimes, you just have to make a move.
- Don’t be afraid to ask for what you need.
- If you don’t get what you want, document that and move on.
- Sometimes, it is you or them.
Does this work? You have three choices

- Persevere
- Accept
- Move On
Lessons Learned

- Be honest, at all costs! It is what it is!
- Get to the data, it truly does rule all!
- Use the Six Sigma process of DMAIC (Define, Measure, Analyze, Improve, Control)
- You do not have to be right!
- Listen to your people. In my experience, when projects fail, someone knows why and is not being heard.
I will start tomorrow......
No Day But Today

There's Only Us
There's Only This
Forget Regret
Or Life Is Yours To Miss
No Other Road
No Other Way
No Day But Today

-Jonathan Larson
What If I?
Stop Playing Games!
A Project Manager’s Guide to Successfully Navigating Organizational Politics

by RICK A. MORRIS

Includes REAL-WORLD Tools and Examples
Social Media

- Blog: www.pmthatworks.com
- Twitter: @rickamorris
- Linked In & Facebook updated often
- Website: www.rsquaredconsulting.com
Questions?