



BUYING AN ACRONYM FOR A HUGE AMOUNT OF MONEY

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MY BACKGROUND

14 years as a translator between IT and business

Developing systems for mass customer service

Head of e-channels, head of business unit, head of business technology, CIO

SEB

Swedbank

Estonian Energy

Number of large development projects for private and public sector

I would say that what we've gotten for a half billion dollars is an unpronounceable acronym [DIMHRS]

R.Gates
Former US Defence Secretary

SOME EXAMPLES

US Air Force – Nov 2012 – 1 billion USD

Knight Capital – Aug 2012 – 440 million USD

J.P. Morgan Chase – June 2012 – 6 billion USD

US Army – 5 billion USD

calleam.com/WTPF

HOW BAD IS IT?

17% of large projects threaten the existence of the company

45% over budget

7% over time

56% less value

75% of participants do not believe in success

78% business is out of sync with project requirements

49% of the projects are poorly planned, poorly performing or both

Best organizations 10x more successful than worst organizations

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ZIRAFF
CONSULTING

WORKING TOGETHER TO EXCELLENCE

WHAT/WHO TO BLAME?

GOAL, VISION, SCOPE
TOP MANAGEMENT AND GOVERNANCE
TEAM AND ENGAGEMENT
PLAN AND FOLLOWING THE PLAN
QUALITY AND TESTING

GOAL, VISION, SCOPE

Company strategy vs project goals

What's the problem we are solving vs we need this thing

Overscoping

Weak expectations management

Understanding the impact

Common understanding takes tons of communication

Project starts to define its own goals

Projects have conflicting goals

TOP MANAGEMENT AND GOVERNANCE

No decisions (scope, money, authorization)

Nobody wants to be an owner

Wrong level of oversight

Pushing too many things at the same time

We don't have the money, let's start smaller...

Never let the management define deadlines and project plans

Politics and management personal agendas

TEAM AND ENGAGEMENT

Team and its culture defines success
Everybody has to be on board. **Everybody.**

Strong project manager is worth every penny
Experience and quality is cheaper than cheap things

Internal communication requires a lot of attention

Motivational system is crucial
Tensions and demotivation has to be solved fast
„I said you this once months ago. Why it is not done?“

Daily work or project?

PLAN

Control the scope.

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Plan changes, don't waste time on detailed planning

Who is running the project – project manager or MS Project?

Honesty and trust are more important than weekly reports

Adapt to the current situation

A-Teams for unplanned situations

Don't expect the world around you to stay the same

Running in the wrong direction – let's start doing something already

Order of projects instead of priorities

QUALITY AND TESTING

User? What user?

Quality is viewed as testing only

Quality is considered as responsibility of QA team

Testing is planned as a minor activity

Reviews of documents and design papers focus on spelling and grammar

„Our part is working“ attitude. Incremental integration instead.

Project management is more psychology than science.

Belief and trust.

Talk, explain, talk again, communicate, talk once more.

Don't let anybody to avoid decision making.

Everything can be done. Especially impossible things.

THANK YOU

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