

# Why Projects Fail

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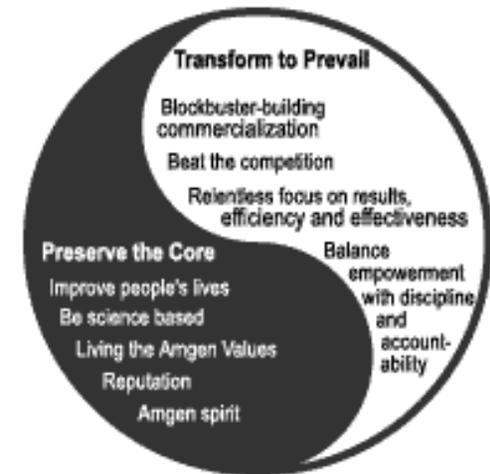
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# The Pressure Is On

- Multiple Product Launches
- New Sales Forces
- Off Shore Manufacturing
- Commercialization process
- 21 CFR 11
- Other Alignment Initiatives
- Immunex Integration



“Great works are performed not by strength but by perseverance”

- Samuel Johnson

# State Of The Union

## BCG's PM audit findings

- Process are there
- Discipline varies

“You won't find a solution by saying there is no problem”  
- William Rostler

# PM' s Need To Set The Example

- Our process is a framework, not a law
- Apply judgment
- Know when to cut corners
  - Understand the difference between Business Need vs. Business Panic
- Know when to push back on people cutting corners

“Past experience should be a guide post, not a hitching post”  
– Anonymous

“Leadership is action not position” - Donald McGannon.

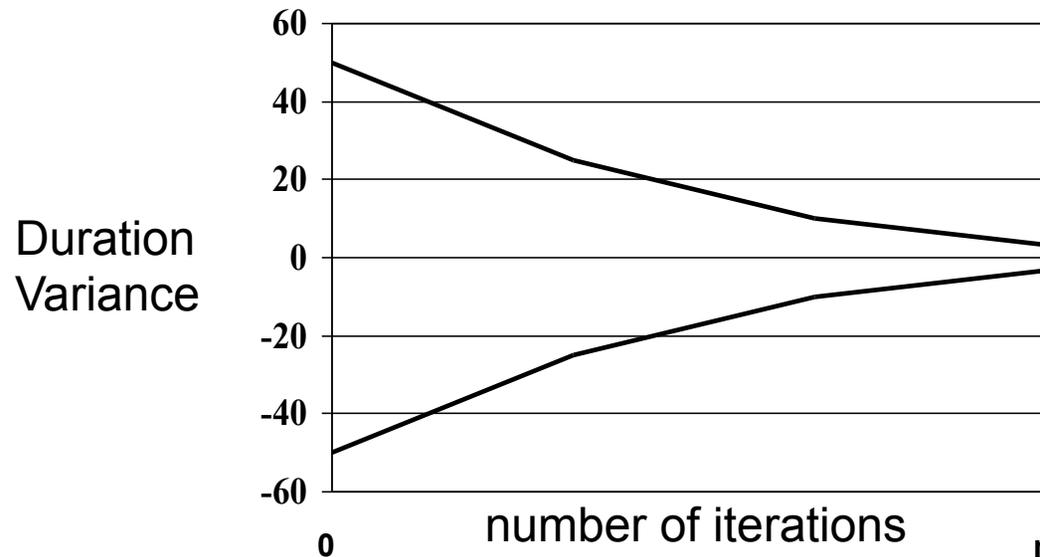
# Focus on the goal of the project,

- Use the process, but don't make it your goal
  - Schedule Automation alone doesn't solve all project problems
  - Project Managers manage projects not schedules
- Don't chisel first estimates into stone
- Establish environment of trust.
  - Reward bad news
- The Project Managers response to problems set the tone of the project.

“It is a bad plan that admits of no modification”  
- Publilius Syrus

# Recognize the high level of uncertainty in first estimates

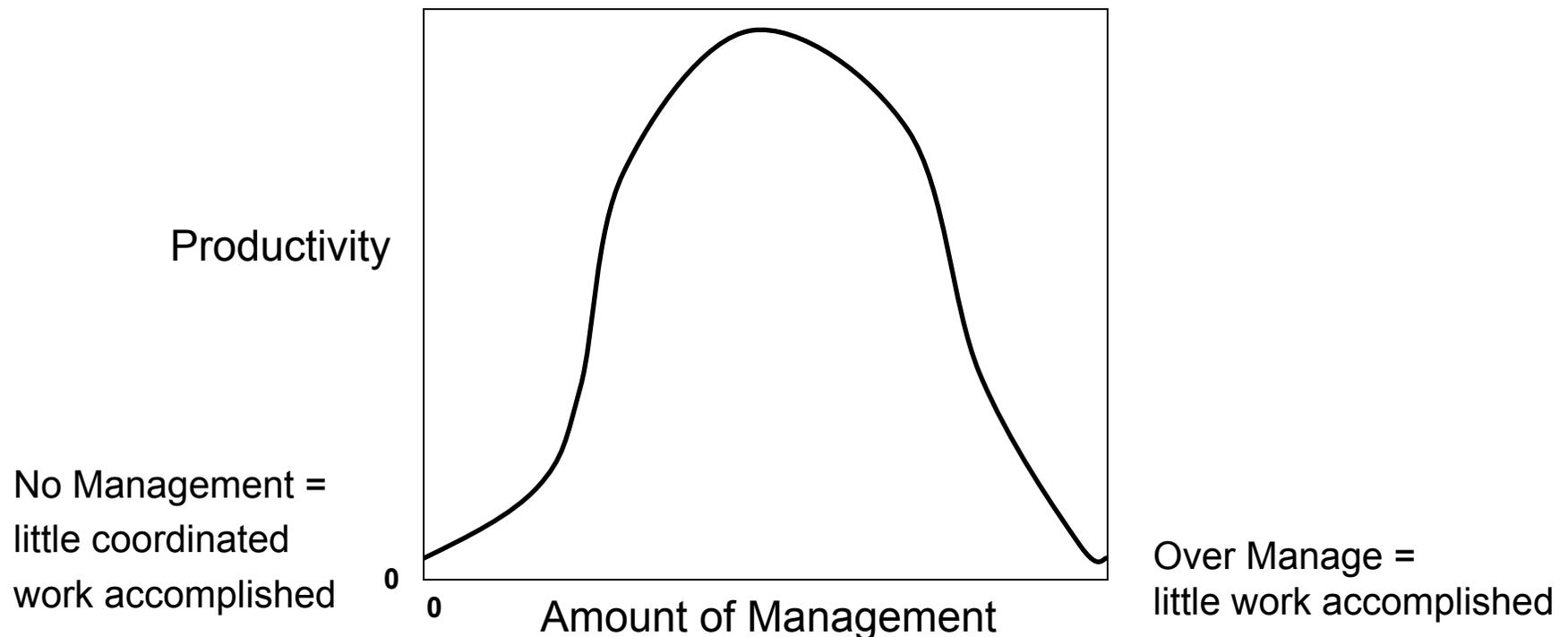
- Allow reality to surface
- Build a contingency into your plans



“There is no dishonor in rethinking a problem”  
-Royal Bank of Canada Monthly Letter

## Manage to the right level

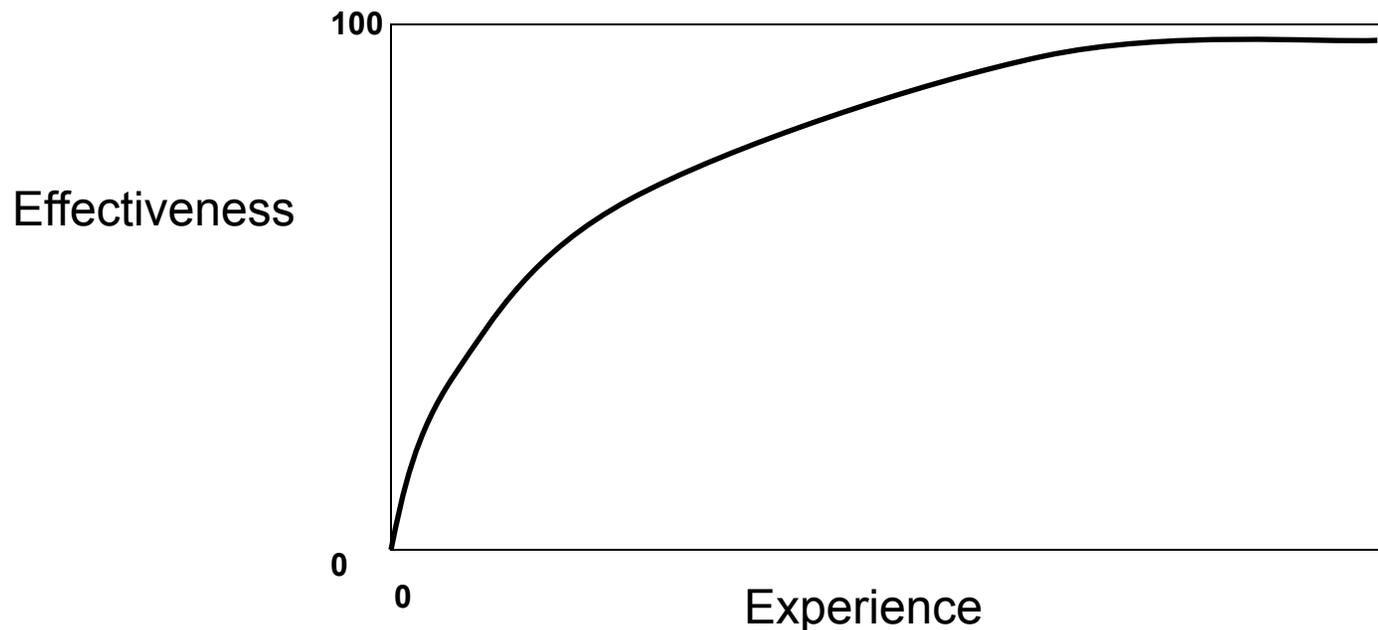
- Amount of Management should reflect the amount of guidance the staff needs (and no more)



**“Failure is an event, not a person” - William D. Brown**

## Plan for the Project Learning curve

- It takes time to start up, plan for it.

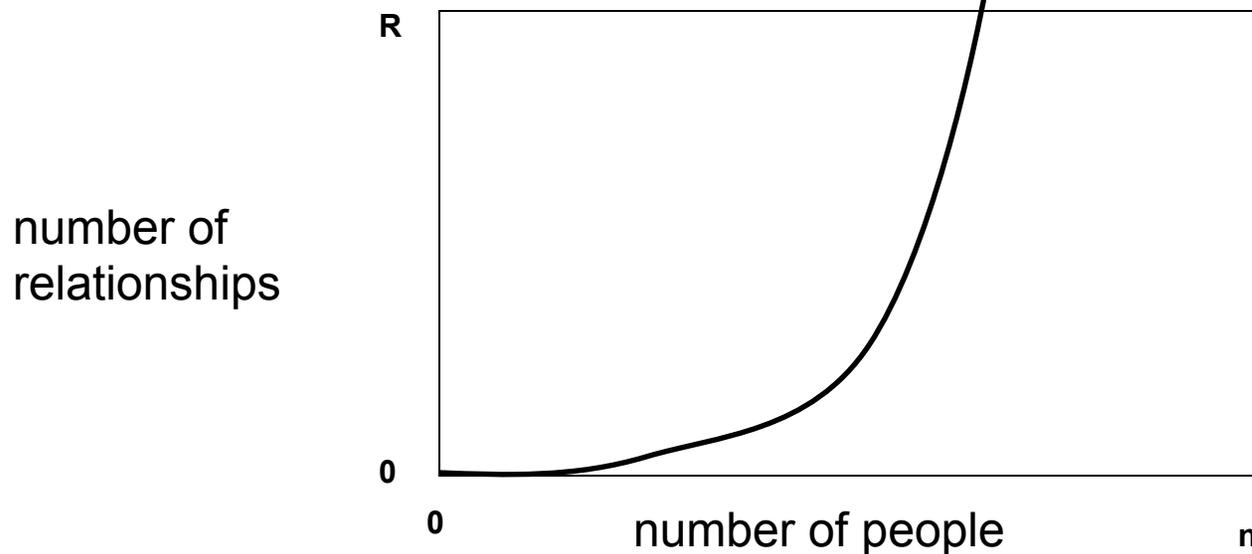


“Obstacles are those frightful things you see when you take your eyes off the goal”

- Hannah Moore.

## Avoid Staffing up too quickly

- The number of relationships increases exponential
- Every new person needs to get on board



“Everyone must row with the oars they have”  
- English Proverb

# Communicate!

Communication = Creates Motivation within Project staff

Communication = Creates respect within Project staff

Communication = Creates communication between Project staff

Communication = Everyone pulling together

“It’s not enough to be industrious - so are the ants.  
What are you industrious about?”

- Henry David Thoreau.

## Reward Actions

- People respond to awards
  - Reward the actions that contribute to the success of the project
- Use ACES regular
- Regular reply to staff' s email with a simple statement of “Thank You”
- Praise people during walk arounds
- Sincerity can' t be faked

“Nothing great was every achieved without enthusiasm”  
- Ralph Waldo Emerson

# No Guarantees

- Problems happens
- How you react to them make the difference
- Ask yourself: Are you the clam in the storm or the eye of the storm
- Your attitude is multiplied. Pick the right one.

“You cannot always control what goes on outside. But you can always control what goes on inside” - Wayne Dyer

“Perhaps someday it will be a pleasure to remember even this” -Virgil, C 20 BC

# Apollo 13

Houston we have a problem

“Failure is not an option” - Gene Kranz

# No Guarantees (Revisited)

- Even if you do everything right,
- The outcome is not guaranteed.
- Tension is just a part of the Project Managers life.

“Facing it, always facing it, that's the way to get through. Face it” - Joseph Conrad

“Do what you can, with what you have, where your are” - Theodore Roosevelt.