2. PROJECT ORIGINATION

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2.2 Aiming for success

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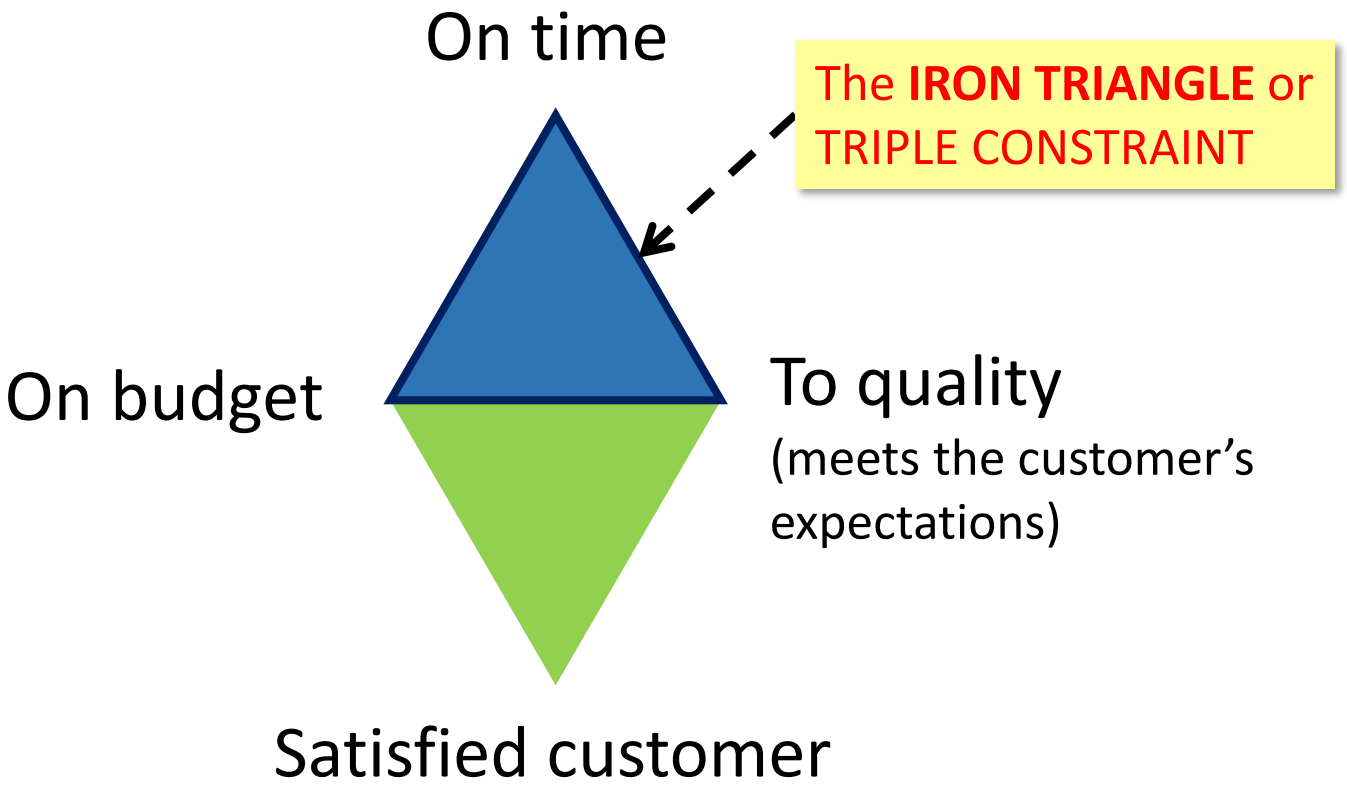
Judging project success – the traditional view



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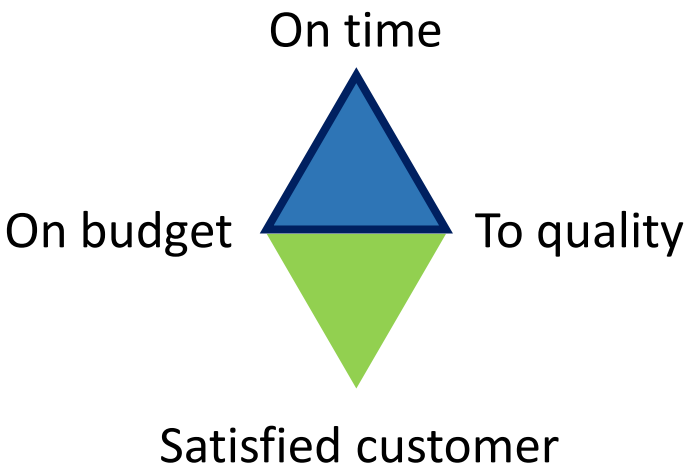
The limitations of this approach



- **Narrow view of what constitutes success**
- Fear of change in case it prejudices success
- **Different stakeholders have different views of success**
- The ‘customer’ isn’t the only one who needs to be ‘satisfied’

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Successful what?

Project?
On time, on budget, well-managed, good risk management and change control

Output?
To specification, meets the customer's quality needs at delivery

Outcome?
Delivers desired benefits, achieves target level of usage, improves profits, creates value

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A broader view of project success

Project efficiency – meeting time and budget goals

Impact on the customer – meeting requirements and achieving customer satisfaction, benefits and loyalty

Organisation performance – return on investment, achievement of benefits to cost targets, market share, growth, etc.

Sustainability – extent to which project balances environmental, societal and economic needs

Preparation for the future – new technologies, new markets, and new capabilities

Impact on the team – satisfaction, retention and personal development

After Shenhar, A. and Dvir, D. (2007). *Reinventing project management*. Boston: Harvard Business School Press.

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Benefits are measures of success

Project efficiency – meeting time and budget goals

Impact on the customer – meeting requirements and achieving customer satisfaction, benefits and loyalty

Organisation performance – return on investment, achievement of benefits to cost targets, market share, growth, etc.

BENEFITS can be defined to measure

- **the success of the project itself**
- **the success in achieving what the client desires**

Sustainability – extent to which project balances environmental, societal and economic needs

Preparation for the future – new technologies, new markets, and new capabilities

Impact on the team – satisfaction, retention and personal development

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Going be[illegible]ccess

Founded in 1977, the Green Belt Movement aims to improve conditions for women in rural Kenya. Since then it has planted over 50 million trees, protecting the environment, safeguarding water supplies and providing fuel and building materials.

That's over 3,000 trees per day!

"The Lisa people wanted to do something great and the Mac people wanted to do something **insanely great**. The difference shows."

Steve Jobs – CEO of Apple

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So why do projects go wrong?

Cobb's Paradox: ”We know why projects fail, we know how to prevent their failure -- so why do they still fail?"
Martin Cobb, Treasury Board of Canada, c. 1995

Reasons for project failure:
from a survey of IT executives in Canada, 1994

There was a lack of –

1.	*User Involvement*	*19*
2.	*Executive management support*	*16*
3.	*Clear statement of requirements*	*15*
4.	*Proper planning*	*11*
5.	*Realistic expectations*	*10*
6.	*Smaller project milestones*	*9*
7.	*Competent staff*	*8*
8.	*Ownership*	*6*
9.	*Clear vision and objectives*	*3*
10.	*Hard-working, focused staff*	*3*
	TOTAL	***100***

They fell short here

They got these right

Source: www1.standishgroup.com

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Factors for success

British Rail
High Speed Train: Inter-City 125
Instigated 1970
In service since 1975
Transformed express rail travel in UK
98 trains
World's fastest diesel train

Factor
Secure executive support
Avoid politically inspired targets
Ensure a sound business case
Define clear benefits
Involve the users
Have a firm output specification
Have a clear scope of work
Recruit an outstanding team
Plan in detail
Manage risks thoroughly
Be careful about new technology
Keep a firm grip on costs

British Rail
Advanced Passenger Train
Instigated mid-1960s
In occasional service 1980 to 1986
Project abandoned
4 prototype trains
Tilting technology

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Factors for success

Factor	
Secure executive support	
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Ford
Mustang
Instigated 1961
Launched 1964
1st generation sold over 3 million units
10 million built over six generations to date

GM
Hummer H2
Instigated 1999
Launched 2002
Sales boom then plunge
Total built: 153,000
Wound up 2009

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Failure is necessary

Innovation is built on failure.

We must always learn from failure – and understand exactly why failure occurred.

"I prefer the errors of enthusiasm to the indifference of wisdom." *Anatole France*

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