

Project Management

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Atlanta ARMA

eSentio
Technologies

Agenda

- **Why Projects Fail**
- **Project Management Tips**
- **Questions and Discussion**

Project Management

■ Why Do Projects Fail?

- Expectations are not adequately managed
 - Goals and objectives that are unclear
 - Inadequate focus on change management
 - Objectives that change during the project
 - A new policy, process or system that is not what users expected – inadequate user community involvement
 - Failure to define measures of success
- Budget inadequacies
- Unrealistic timeframes
- Unrealistic resource estimates



Project Management

■ Why Do Projects Fail?

- Lack of support from senior management
- Failure to communicate project status, issues, etc.
- Inadequate training and end user support
- Poor project execution

Project Management

■ Some Project Management Tips

- Build or make sure that there is a business case for the project
- Make sure that you have a strong project sponsor
- Develop detailed and realistic project plans
 - Get buy-in at all levels of the firm for the plan
 - Develop a realistic timeline
 - Tasks should be of manageable scope
 - Define deliverables
 - Use a tool such as MS Project
- Ensure adequate resources for the project
 - Budget
 - Staff
 - Space
 - Project Management
- Ensure that there is a project owner or stakeholder



Project Management

- **Some Project Management Tips**
 - Develop an effective communications plan
 - Have a formal project kickoff meeting
 - Include representatives of all key constituencies
 - Review
 - Project plan
 - Roles and responsibilities
 - Deliverables
 - Project goals and success factors
 - Project risks
 - Change control processes and approval
 - Next steps

Project Management

- **Some Project Management Tips**
 - Conduct periodic status meetings (weekly at least)
 - Keep the sponsor informed
 - Have periodic status reports prepared (weekly at least)
 - Have meaningful measures of project status
 - Track plan vs. actual
 - Budget vs. actual spending – with realistic estimates to complete
 - Planned vs. actual timing

Project Management

■ Some Project Management Tips

- Have substantial user community interaction – manage expectations
 - Before the project begins
 - During the project
 - Acceptance tasks
- Ensure project team communication and collaboration
- Assess project risks and develop contingency plans
- Manage scope creep
 - Formal change control
 - Expectation management
- Ensure that there is adequate training
- Include an adequate Pilot or testing phase
- Involve users in testing

Matter Life Cycle Management

- **Questions and Discussion**