What does the research say?

(White & Fortune, 2002; Dvir, Raz & Shenhar, 2003; Niewenhous, 2005; Munns, 1995; Al-Husseini, 2007; Marill & Lesher, 2007; Mililiken, 2000; Belout, 1998; Belassi & Tukel, 1996)

46-60% failure rate
- Over budget; late; objectives not met

Steps of project management
- 6 steps; 4 steps; 3 cycles
- All have a completion stage
What does the research say?

(White & Fortune, 2002; Dvir, Raz& Shenhar, 2003; Niewenhous, 2005; Munns, 1995; Al-Husseini, 2007; Marill & Lesher, 2007; Mililiken, 2000; Belout, 1998; Belassi & Tukel, 1996)

Criteria for judging project success

- On time; to budget; to specification; project/organisation fit; consequences following project
As Marketing requested it  

As Sales ordered it  

As Engineering designed it  

As Data Processing programmed it  

As Services installed it  

What the Customer ordered
What does the research say?

(White & Fortune, 2002; Dvir, Raz & Shenhar, 2003; Niewenhous, 2005; Munns, 1995; Al-Husseini, 2007; Marill & Lesher, 2007; Mililiken, 2000; Belout, 1998; Belassi & Tukel, 1996)

Factors critical to project success

- Realistic schedule; adequate resources; clear objectives; support from senior management
“... planning doesn’t ensure success, but lack of planning will probably guarantee failure.”

1210 tools and techniques identified

- Gantt charts/critical paths/timelines
- Project management software
- Brainstorm (multiple stakeholders)
Tasks in the completion phase

**Governance**
- Identify end dates
- Steering Committee
- State forums

**Reporting**
- Final mandatory
- Final budget
- Ethics

**Transition phase**
Tasks in the completion phase

Dissemination across all stakeholders

- Knowledge network; policy; media; conference/publication; strategic PR - word of mouth
Tasks in the completion phase

- **Human Relations**
  - Annual leave
  - Statement of service
  - Referees

- **Practical considerations**
  - Data – electronic/paper storage
  - Emails – copies saved
  - Schedule one return visit
Personal strategies for completion

**Personal**
- Identify your peak time of day
- Do one substantial task each day
- Know when you are in a block

**Your team and colleagues**
- Know your team’s strengths; personalities
- When requiring information from others allow more time
- Communicate using a range of mediums
What am I doing here? I can't play this thing! I'm a flutist, for crying-out-loud!
- Written thank you to all involved
- Reflect on achievements
- Small ceremony with those directly involved
Good luck!

When detail and bureaucracy bogs you down remember the big picture