

Why they go wrong:

A Guide to Building Services and Engineering Projects:

A National Audit Office (NAO) report on projects in the management of complex building construction and engineering services showed that between 2003 and 2004 a total of 55% of projects were delivered within budget.

This guide is a summary of what goes wrong, who is affected and a great way to avoid the most common problems - free of charge.

Extra costs and penalties usually result from the following factors:

1. The wrong business requirements have been addressed with a failure to ask or answer the question "what are we really trying to achieve?"
2. Governance is poor in one or more of the three leadership domains i.e. business, technical and organisational
3. Delivering change is hard, and not everything is in your control, worsened by a failure to keep track of changes
4. Estimation is done without referring back to a prior projects
5. Failure to plan – diving into the performance and execution of work without first slowing down to think
6. Risk management is not seen as an integral part of the planning process

The key issues project managers must attend to are:

Complex schedules, current budget and cost overruns, detailed contract management, order and invoice management, fee management and risk management are just a few of the challenges that companies have to overcome to manage projects.

What is required is to....

1. Ensure that the overall structure, systems and processes can support the change
2. Reassess the original Business Benefits to ensure that you are still delivering the "right thing"

Signs that read "**danger**, your project needs to be brought under control or it may fail."

1. Business operations may be unstable making forward plans no longer realistic
2. Quality requirements are never discussed, thereby allowing different people to have different expectations of what is being produced and the standards to be achieved
3. A Sponsor who fails to take ownership of the project seriously
4. Working with the wrong talent. Relying on 'in-house' talent rather than looking to find the best people
5. Capacity to manage the change is widely overlooked, on all levels
6. Everyone works in a silo and no one seems to know what the other team member is doing? Or even worse when teams resort to finger-pointing

Action you need to take when planning:

In some cases it is not the lack of project management skills that's the problem. Rather the sheer number of revised project management procedures and the build-up of mistrust leading to further delays being self-fulfilling. Now you can benefit from a free audit to deal with these issues from the start. Make your programme succeed with proven strategies to generate momentum and sustain long term change. You will receive a comprehensive assessment which you can use either internally, with another consultancy, or with us. This will enable you to scope out the project and key issues. Equipping you at a personal level to deal with the change.

For a comprehensive review of your business, get in touch today

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