

<<Project Management A>>

图书基本信息

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内容概要

Running a project? Smell trouble? Get this book. Here are specific, practical, immediate solutions for all 18 key causes of project failure. Here 's how to diagnose problems before they get out of control. And fix them. Here 's how to keep any project on track. And any career. What to do when you ' re...

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Preface
Acknowledgements
Screw-up #1 We weren't addressing the right problem HOW IT HAPPENS There's a poorly articulated mission statement There's an inconsistent understanding of what the problem is It's a problem but there are bigger fish to fry WARNING SIGNS You are having difficulty getting a sponsor for your project The project team is confused about what problem the project is trying to address It is difficult to keep the project team focused on solving the problem TURNING IT AROUND Keep your mission statement prominently displayed Adjust the mission if the problem changes Put it on hold TAKE AWAYSScrew-up #2 We Designed the Wrong Thing HOW IT HAPPENS The project isn't scoped correctly The customer is not adequately involved in the design process The project team was under pressure to start doing "real work," such as implementing the design Something is lost in interpretation between requirements and design A bad process is automated to do something bad faster There is a poor or non-existent design change process WARNING SIGNS There's no "voice of the customer" on the project The project team customers can't see beyond how things are done today The customers are continually confused as to how they're going to do their job under the new design The new design keeps changing late into the project The customers lose interest in the project and stop participating TURNING THINGS AROUND Right-size customer involvement Listen to the customer Slow down or stop the project to ensure that the design is going to meet business needs Keep true to your scope TAKE AWAYSScrew-up #3 We Used the Wrong Technology HOW IT HAPPENS The technology is not time testedScrew-up #4 We Didn't Design a Good Project ScheduleScrew-up #5 We Didn't Have the Right SponsorshipScrew-up #6 The Team Didn't GelScrew-up #7 We Didn't Involve the Right PeopleScrew-up #8 We Didn't Communicate What We Were DoingScrew-up #9 We Didn't Pay Attention to Project Risks and Management IssuesScrew-up #10 The Project Cost Much More Than ExpectedScrew-up #11 We Didn't Understand and Report Progress Against the PlanScrew-up #12 We Tried to Do Too MuchScrew-up #13 We Didn't Do Enough TestingScrew-up #14 We Weren't Effective at Training the CustomerScrew-up #15 We Didn't Pull the Plug on the Project When We Should HaveScrew-up #16 We Tripped at the Finish LineScrew-up #17 The Vendor Didn't DeliverScrew-up #18 We Had No Fallback Position in Case the Product FailedWrapping it up
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