

Project Control

No pilot would fly an aeroplane without proper control instruments

Reasons for Project Failure

Projects frequently fail due to:

1. Disconnect to the customer or inability to react to changing requirements.
2. Inadequate organization and adverse incentive mechanisms.
3. Unclear objectives, missing result expectations or intransparency.
4. Poor project or quality management.
5. Wrong choice of project methodology.
6. Low project management competence or absence of the required skills.
7. Poor team management, inhomogeneous teams, or low motivation.
8. Adverse context or environment without management or support.

Good Project Control

Rigorous project control helps to uncover issues early enough and supports managers to achieve project success. A poor project control leaves managers uninformed or overstates the situation. To be good and not misleading, project control needs to fulfil a number of criteria.

The 10 Commandments of Project Control

1. Add transparency about the status and ensure visibility of any problem that may hinder project success.
2. Support manageability of projects and help complexity reduction.
3. Aggregate properly. Do not average out critical issues or obscure them in summaries.
4. Only present information that can trigger management action.
5. Clearly reflect the responsibilities for every deliverable or quality assurance. Keep the responsibilities unique.
6. Show the degree of completion for each deliverable on the whole project.
7. Provide forecasts on the likelihood of achieving customer satisfaction, scope/quality, budget & time targets.
8. Inform about the quality of each task completed and delivered.
9. Be objective and avoid green-washing.
10. Keep track of all project activities so that a project review can be carried out any time or after project failure.