

Project Control

No pilot would enter an aeroplane without proper control instruments

Reasons for Project Failure

Projects frequently fail due to:

1. Poor project management and intransparency in the project.
2. Wrong choice of project methodology.
3. Low project management competence or absence of the required skills.
4. Unclear objectives, missing result expectations or poor quality management.
5. Inadequate organization and adverse incentive mechanisms.
6. Poor team management, inhomogeneous teams, or low motivation.

Good Project Control

Rigorous project control helps to uncover such issues early enough and supports managers to achieve project success. A poor project control leaves managers in the dark or suggests a better than reality 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. Prevent showing only overview and summary figures. They obscure the visibility of critical issues.
4. Only present information that are able to trigger management action.
5. Clearly reflect the responsibilities for every deliverable or quality assurance. Keep the responsibilities unique.
6. Display the degree of fulfillment for each deliverable.
7. Provide forecasts on the likelihood of achieving customer satisfaction, scope/quality, budget & time targets.
8. Inform about performed quality assurances and on their results.
9. Be objective and avoid green-washing.
10. Track all activities for a project review at any time, after the project or even post mortem.