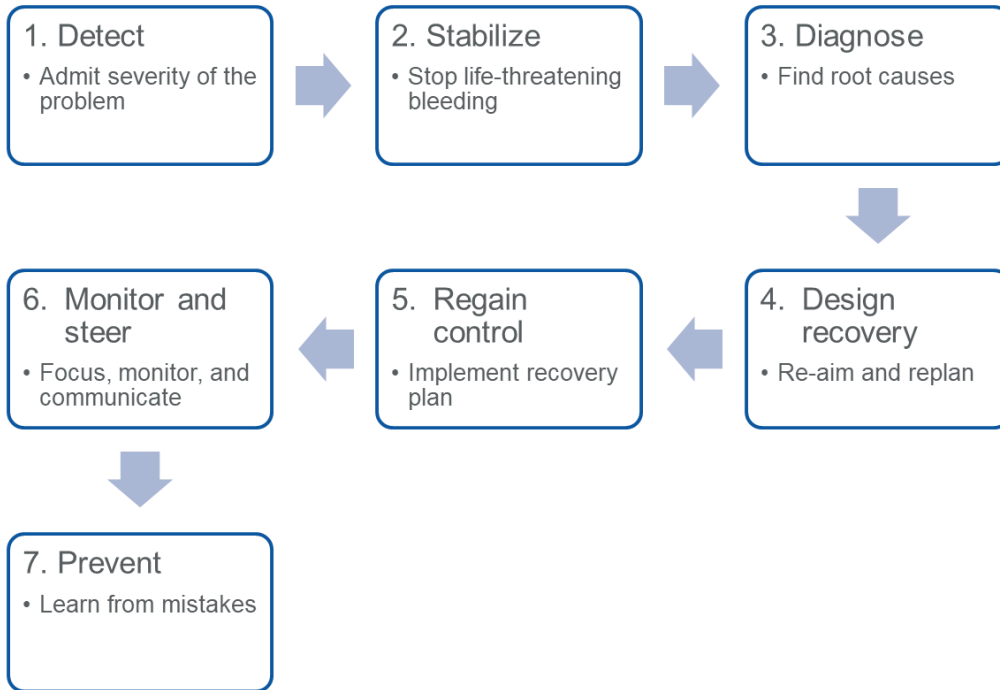


Seven Steps to Recovery



Slides and resources
spspro.com/clients/pmi-or-2025

Diagnostic Categories

Category	Example Root Cause of Problem
People	<ol style="list-style-type: none"> 1. Insufficient resources 2. Missing the right people with the right skills 3. Low morale, poor motivation, or burnout 4. Lack of trust and accountability
Process	<ol style="list-style-type: none"> 5. Insufficient controls to accurately track and steer 6. Poor development methodology and tools 7. Inadequate change control 8. Quality shortcuts 9. Missing communication mechanisms
Product	<ol style="list-style-type: none"> 10. Unclear or unrealistic scope 11. Unrealistic expectations for triple constraint 12. Inadequate engineering design
Technology	<ol style="list-style-type: none"> 13. Insufficiently stable technology 14. Inappropriate technology for the problem

McConnell's 32 Classic Software Dev. Mistakes

People-Related

11. Undermined motivation
12. Weak personnel
13. Uncontrolled problem employees
14. Heroics
15. Adding people to a late project
16. Noisy, crowded offices
17. Friction between developers & customers
18. Unrealistic expectations
19. Lack of effective sponsorship
20. Lack stakeholder buy-in
21. Lack of user input
22. Politics over substance
23. Wishful thinking

Product-Related

24. Requirements gold-plating
25. Feature creep
26. Developer gold-plating
27. Push-me, pull-me negotiation
28. Research-oriented development

Process-Related

14. Overly optimistic schedules
15. Insufficient risk management
16. Contractor failure
17. Insufficient planning
18. Abandonment of planning under pressure
19. Wasted time during fuzzy front end
20. Shortchanged upstream activities
21. Inadequate design
22. Shortchanged QA
23. Insufficient management controls
24. Premature or overly frequent convergence
25. Omitting necessary tasks from estimates
26. Planning to catch up later
27. Code-like-hell programming

Technology-Related

29. Silver-bullet syndrome
30. Overestimated savings from new tools or methods
31. Switching tools during project
32. Lack of automated source-code control

Rapid Development: Taming Wild Software Schedules, Steve McConnell, Microsoft Press

Seven Ingredients for Project Success

1. Close contact with customer
2. Agreement on goals
3. A good plan
4. Progress measurement
5. Constant communications
6. Management support
7. Controlled scope

Ten Program Planning Questions

1. What deliverables will the program create?
2. What tasks must be done to create them?
3. How long will the tasks take?
4. What resources are required?
5. Who will do what?
6. How will we prepare for surprises?
7. How will we ensure quality?
8. How will we work together?
9. How will we work with outside world?
10. How do related projects fit together?