

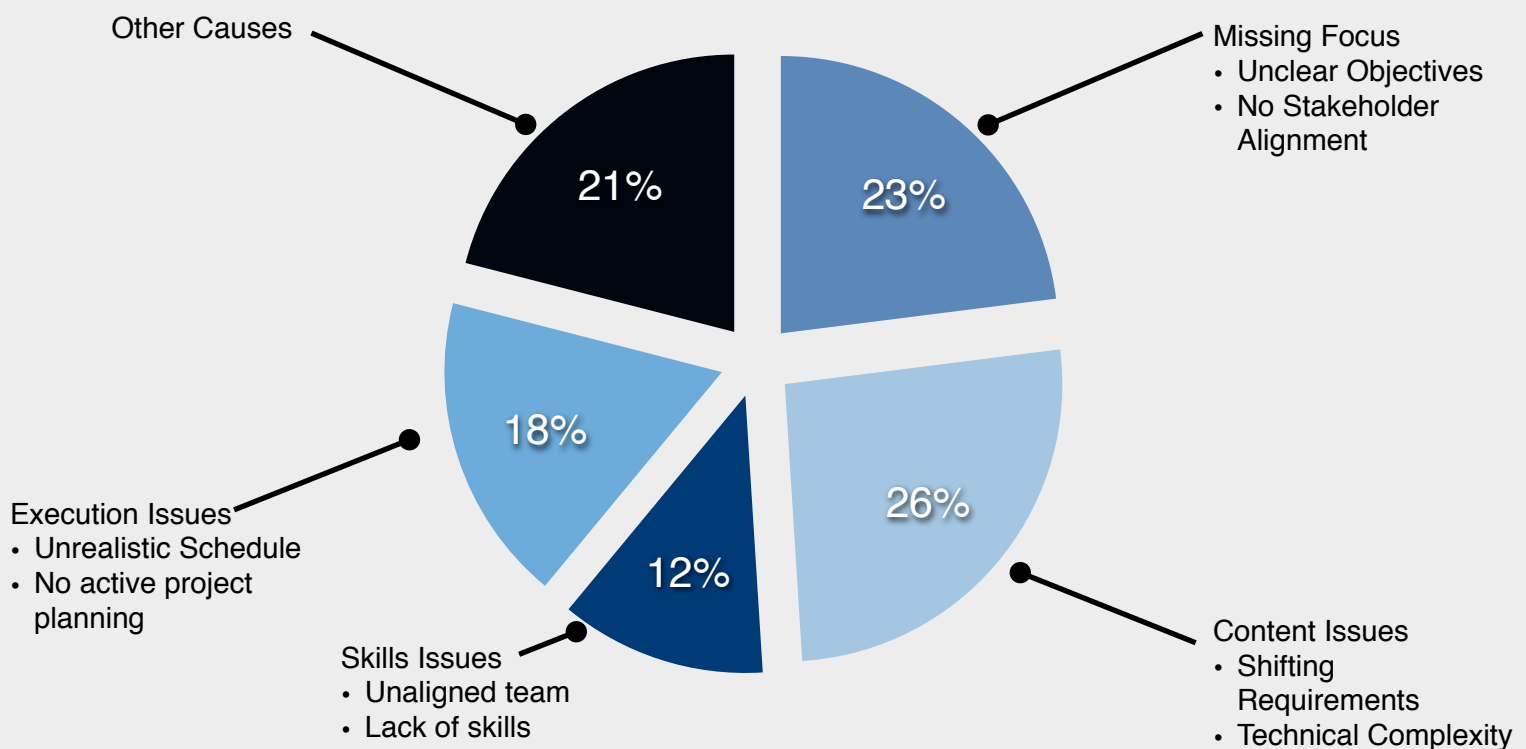


Black Swans

Why do Large IT Projects Fail?

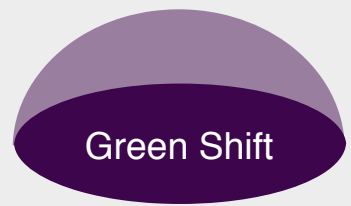
70% of CEOs rate predictability as the most important attribute of an IT team (best they don't read this then) [3]

What are the causes? [2]



75% of projects perceived as doomed from the outset [3]

What are the signs? [4]



A tendency to portray things in an overly positive manner



A tendency to focus on the "wrong" (less important) things



A tendency to work in silos - lack of inter-team communications



A tendency to push work out to the right without addressing the implications

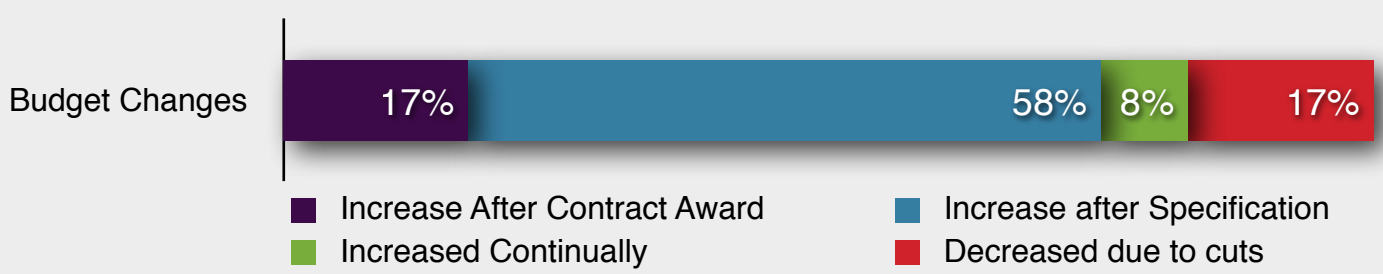


A tendency to focus on technology rather than wider concerns (e.g. business value)

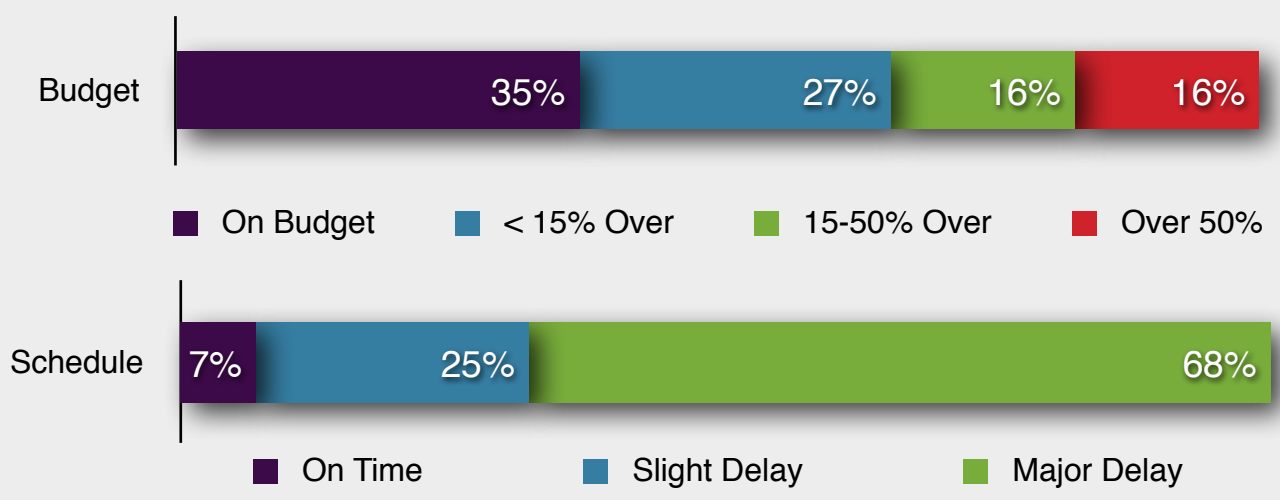


A tendency to adjust quality to meet the time available resulting in the inevitable

What are the implications? [2]

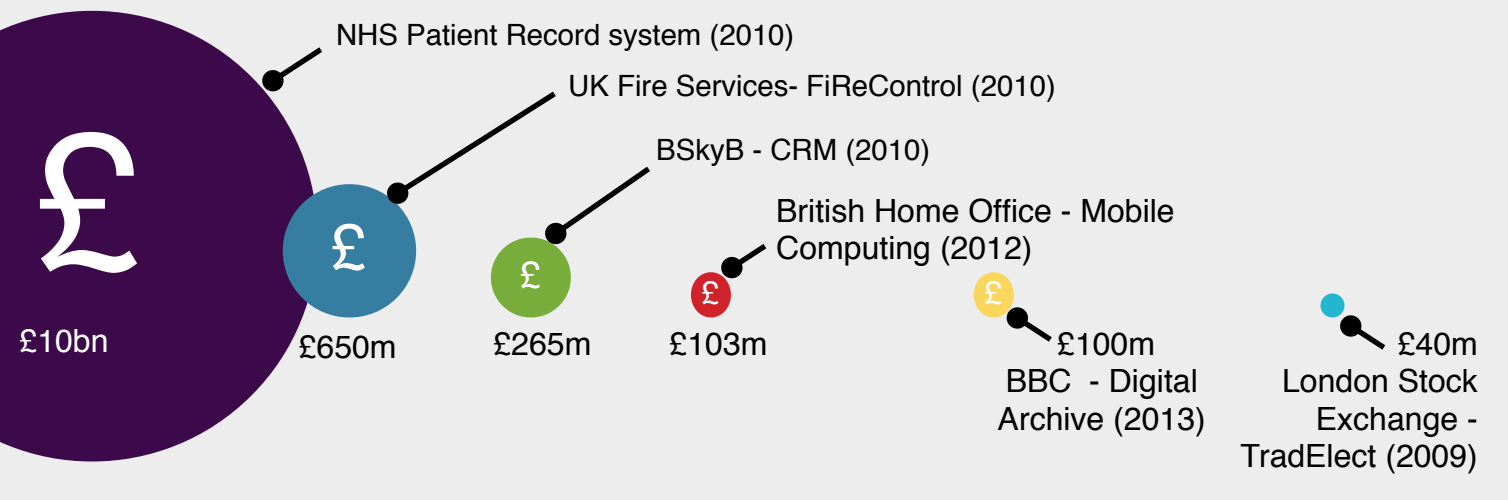


What does this mean to the customer [1]



80% of professionals admitted to spending 50% or more on rework [3]

A few recent UK examples ... [4]



Source:
 1. Freidman, T. & van Decker, J E., 2010. 2009 Gartner FEI Technology Study
 2. http://www.mckinsey.com/insights/business_technology/delivering_large-scale_it_projects_on_time_on_budget_and_on_value
 3. <http://www.geneca.com/75-business-executives-anticipate-software-projects-fail/>
 4. <http://calteam.com/WTPF/>
 5. Large defined as \$15m and above (as of 2010)