

Project Challenges and Successes of 2015



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CONSULTING

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Agenda

1. What is Virtual Lunch & Learn
2. Your Expectations from this Webinar
3. Introduction – Myself
4. Project Challenges and Successes of 2015
 - a. Struggling Projects
 - * SR99 Highway Tunnel Project in Seattle
 - * Target Canada
 - b. Successful Projects
 - * David Bowie Art Installation
 - * Konza Techno City in Kenya
5. Upcoming Learning Opportunities from RefineM
6. How to get 1 PDU for this Webinar?
7. Rewarding Our Loyal Attendees
8. Q & A

RefineM's Virtual Lunch & Learn

This is a monthly webinar delivered during the lunch hour in the first week (Wednesdays) of every month.

It's designed to help you learn while you eat lunch, providing a relaxed environment to enhance your experience.

The monthly webinars will cover a variety of Project Management / Agile topics.

Your Expectations

What are your expectations from this webinar?

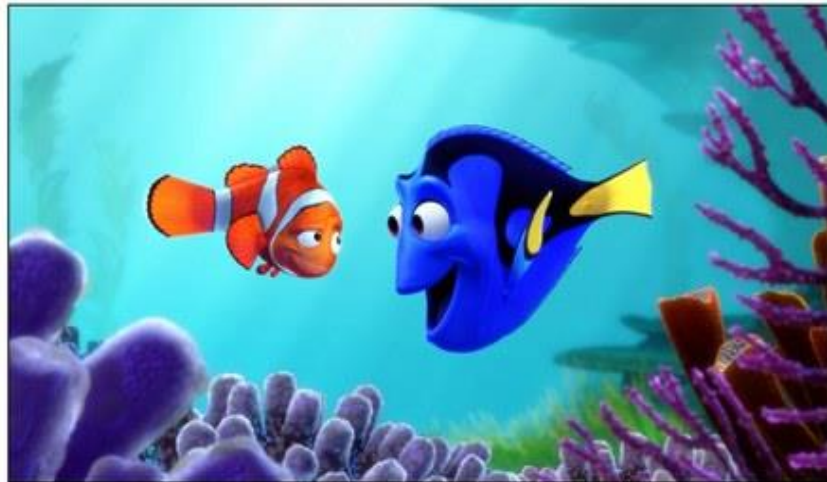
Why are you here today?

RefineM

Helping organizations turn their project management capability into a *competitive advantage*

- * CEO/Consultant since Dec 2011
- * Agile Coaching/Adoption
- * Project Management/ Process Improvement Consulting and Training
- * Project Management Toolkits (for PMs, Executives and Agile Practitioners)

My professional journey b/f RefineM



- * 20+ years of Successful Project Leadership
- * Led 100s of projects of all sizes, successfully
- * Recovered many projects, saved millions of \$
- * Implemented numerous process improvements
- * Coached/mentored 100s of PMs, and some executives
- * Board Member – SWMO PMI Chapter (2008-2014)

Project Challenges and Successes of 2015



- Struggles
 - SR99 Highway Tunnel Project in Seattle
 - Target Canada
- Successes
 - David Bowie Art Installation
 - Konza Techno City in Kenya

2015 In Projects

- * 2015 was a year of exciting change
- * Lots of new projects, initiatives
- * Many projects struggled
- * However, many projects also succeeded

What are the common themes?

Themes of Struggling Projects

1. Lack of / inadequate Requirements Review
2. Lack of / inadequate Stakeholder Engagement
3. Lack of / inadequate Risk Management
4. Use of new Technology or Delivery Approach without adequate analysis
5. Frequently Missed Deadlines
6. Heavy losses – billions of dollars

Themes of Successful Projects

1. Solid Planning

- ✓ Stakeholder Analysis
- ✓ Scope, Cost and Schedule
- ✓ Risk Management

2. Tighter Execution

3. Commitment to quality

4. Regular/Continuous commitment of project team

5. Thorough testing

6. Incorporating lessons learned from other projects

2015 Struggling Projects



- SR99 Highway Tunnel Project
- Target Canada

SR99 Highway Tunnel Project



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[Photo Credit: Ben Brooks, Creative Commons Licensed.](#)

SR99 Highway Tunnel Project

- * Largest tunnel-building machine for Seattle's Highway 99
 - ✓ \$1.35 billion contract awarded to "Bertha"
 - ✓ To build about 2 miles, 4 lane tunnel under downtown Seattle
 - ✓ Awarded in March 2010, with a completion date of Dec 2015
- * Current State
 - ✓ % complete is disputable – 11% to 75%
 - ✓ Over \$900 million spent, not sure if it will be completed within budget
 - ✓ Completion date moved several times
 - ✓ The current completion date is April 2018 ~ 2+ years late
- * Major Issue
 - ✓ Stalled due to overheating December 2013
 - ✓ Repairs still going on
 - ✓ Bertha may restart on Dec 23, 2015

[Pic1](#) [Pic2](#)

Sources: <http://www.pmi.org/Learning/PM-Network/2015/seattle-tunnel-project-troubles.aspx>

<http://www.seattletimes.com/seattle-news/transportation/berthas-restart-delayed-again-will-there-be-drilling-by-christmas-2/>

Why Did The Project Struggle?

- * Large project with high complexity
 - ✓ Lots of small parts and break points
 - ✓ Repair required digging a pit and driving the machine in
- * Risk of new technology / approach
 - ✓ Building one big tunnel vs. smaller twin tunnels
- * Issue affected critical path of project
 - ✓ Team had to continue work in other areas
 - ✓ Most work depends on Bertha digging the tunnel

Target Canada



TARGET

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Target Canada

- * From March 2013 to 2015, opened 133 stores quickly
- * Supply chain could not keep stores stocked
- * Customers did not show up
- * Target closed all Canadian stores starting January 2015

Losses could exceed \$7 billion

Why Did The Project Struggle?

- * Failure to live up to customer expectations
 - ✓ “Expect more, pay less” - Target slogan was not met with
 - ✓ Canadian prices were higher than US prices
 - ✓ Customers did not find what they needed, when they needed (supply chain issue)
- * Lack of stakeholder analysis
 - ✓ Lack of situational awareness
 - ✓ Failure to fully understand Canadian retail sector
- * Plan not realistic
 - ✓ Too many stores opened too quickly
- * Inadequate risk management
 - ✓ Too many stores opened too quickly – will supply chain support it?
 - ✓ What was the backup if customers did not show?

2015 Successful Projects



- David Bowie Art Installation
- Konza Techno City in Kenya

David Bowie Art Installation Project



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[Photo Credit: Jorge Barrios.](#)

David Bowie Installation

- * “David Bowie Is” installation
 - ✓ Museum of Contemporary Art in Chicago
- * Exhibit devoted to the popular singer’s life and work
- * Ran from September 2014 to January 2015
 - ✓ Project started in August 2013 – project duration 17 months
- * Visited by over 193,000
 - ✓ In 4 months

Most attended exhibit in history of the museum

Why Did The Project Succeed?

* Solid project planning

- ✓ All challenges were identified upfront, PM and the team was fully aware
 - Managing a very large budget, securing buy-in from visitors and funders and handling the ticketing and spatial logistics
- ✓ Project team took lessons learned from other museums especially Toronto museum that ran the exhibit in the past – *bigger crowd came in the evenings.*
- ✓ Outsourced online ticketing system to handle the high demand
- ✓ Museum CFO was included in the “Team Bowie” to keep a check on project budget
- ✓ Risks were identified and managed throughout the project duration

* Excellent project execution

- ✓ “Team Bowie” met every week for 13 months
- ✓ Project team dedicated itself to stringent testing for “Bowie Crush” - over 200 team members crammed in to test crowd control
- ✓ Success metrics were tracked throughout the exhibit, changes were applied on the fly to improve success metrics

Konza Techno City in Kenya



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[Photo Credit: View of Nairobi, Kenya: "Nairobi view 1 \(949939763\)" by DEMOSH from Nairobi, Kenya - Nairobi view 1. Licensed under CC BY 2.0 via Commons -](#)

Konza Techno City

- * Planned technology center outside of Nairobi, Kenya
 - ✓ \$14.5 billion dollar project, a flagship initiative in Vision 2030.
 - ✓ Planned to be more advanced in terms of sustainability and technology
 - ✓ Silicon Savanna similar to Silicon City
 - ✓ Expected to grow over next 20 years
 - ✓ Attract over 200,000 IT jobs to Kenya

- * Current Status
 - ✓ Road construction has started
 - ✓ Kenya Power has started laying power lines
 - ✓ Govt. backed authority is overseeing the project, infrastructure components will be accomplished through public-private partnership
 - ✓ Challenges are being handled in a proactive manner.

Phase-based implementation

Source: <http://www.pmi.org/Learning/PM-Network/2015/projects-behind-cities-of-future.aspx>

Why Is The Project Succeeding?

- * Master plan in place

- ✓ Allows project managers to keep project goal at the forefront

- * Phase-based approach gives them time to

- ✓ Address challenges like funding, timelines and investors,
- ✓ Make changes as needed, already had to redesign water/sanitation subproject to meet the city's needs of 100 million liters/day.

- * Sustainability

- ✓ Building in safeguards for local wildlife (2.4 sq. mile corridor)

Key Lessons from 2015

- Fundamentals are still important
- Always keep the stakeholders in mind
- Look for lessons learned when trying something new
- Essential processes can achieve big results

Fundamentals

- * Project management fundamentals are still important
- * Projects succeeded or failed due to:
 - ✓ Clarity of scope/requirements
 - ✓ Stakeholder analysis
 - ✓ Communication
 - ✓ Quality control
 - ✓ Risk management

Remember Stakeholders

- * Stakeholder analysis is critically important
- * Helps gain necessary support and resources
- * Prevents future problems

Target Canada team did not think about stakeholders

Seeking Lessons Learned

- * When trying something new, look for examples
- * David Bowie project team learned from other museums
- * “Bertha” team could have learned lessons elsewhere
- * Look for:
 - ✓ Examples of similar projects
 - ✓ Company lessons learned database
 - ✓ Historical information

Essential Processes Can Achieve Big Results

- * Strong project charter and risk management have helped Konza Technology City
- * Strong communication, reporting, and risk management helped the David Bowie project
- * Bertha project could have benefitted from better risk management, scheduling
- * Target Canada project could have benefitted from better risk management, stakeholder management

RefineM's Essential Gear for Project Managers

**Helps teams implement Essential Processes, and
SUCCEED**

More Training Opportunities From RefineM

Training Title	Springfield	Kansas City	St. Louis	Instructor-Led Online	Free Webinar
PMP® Exam Prep	Dec 07-10				
Project Management Fundamentals	Feb 18		Apr 06		
Project Management Trends for 2016					Jan 06
Risk Management for Projects		Nov 14			
Tips / Tricks for Stakeholder Engagement				Mar 14	
Adv. Techniques in Risk Management				Mar 21	
Agile Fundamentals		May 04-05	Apr 07-08		
PMI-ACP® Exam Prep		May 04-06			
Leadership Skills for Managers	Mar 17	Mar 31	Jun 02		
What's New in MS Project 2016?					Feb 03
Adv. Techniques in MS Project		Feb 25	Jun 03	Apr 14-15	

Website is being updated with 2016 training courses.

Check <https://refinem.com/trainings/> for more details.

RefineM Customized Training

We also offer customized trainings, On-site & Virtual

Topics include

- * Agile,***
- * Project Management,***
- * Process Improvement,***
- * Leadership and***
- * PMI & SAFe Certifications.***



More info at <http://refinem.com/trainings/>

Contact us at Contact@RefineM.com

Next Lunch and Learn

- * ***Project Management Trends in 2016***

- ✓ What trends do we see in project management in 2016?
- ✓ What do you need to know to stay on top of these trends?

- * ***Wednesday, January 6, 12:00-1:00 PM Central***

Register Today - Don't wait for the last Minute

How to Claim 1 PDU for this Webinar?

- * PDU Category – B, Continuing Education
- * Program Title – Webinar on “Project Challenges and Successes of 2015”
- * Date Started – Today’s date
- * Date Completed – Today’s date
- * Hours Completed – 1.00
- * Provider
 - ✓ Name – RefineM
 - ✓ Phone # 417-414-9886
 - ✓ Email – nks@refinem.com
- * PDUs Claimed – 1.00

Rewarding Our Loyal Attendees

- * Anyone who attends 3 Lunch and Learn Webinars in a row is a Star Attendee and is eligible for a prize drawing for a \$10 Amazon gift card.
- * This month's Star Attendee is:
 - ✓ Liz B.



Congratulations to the winner!
Stay tuned for our next drawing in January.

Questions?



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