



# 12 REASONS

## Why IT Initiatives Fail

OUR UNIQUE APPROACH TO SUCCEED



**GREAT PEOPLE GREAT VALUE GREAT RESULTS**

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Full On Consulting, provides strategy, technology, delivery and business transformation services for tomorrow's leading businesses. Our team of industry-leading consultants know what it takes to successfully deliver. Our unique approach of working with you to build a success plan ***before*** your engagement starts ensures your success.

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# 12 REASONS WHY IT INITIATIVES FAIL

In today's competitive business environment, companies can't afford to fail. Companies rely on IT to deliver solutions that reduce costs, drive revenue and become more competitive.

Even with all the tools and processes available today, there are a number of factors that prevent IT from delivering successfully. Here are some sobering statistics:

*Projects with budgets over  
\$1,000,000 have a*

**50%**

**HIGHER FAILURE RATE**

*than projects with budgets under  
\$350,000. (Gartner)*

*Only*

**2.5%**

*of companies complete 100% of their  
projects successfully (Gallup)*

**75%**

*of the respondents in a study  
believed their projects were  
slated for failure right from the  
start (IT Services Firm)*

*Only*

**64%**

*of projects meet their goals (Wrike)*

Although the statistics are grim, IT can succeed. It requires up front planning and preparation for every facet of your project. At Full On Consulting, we have created a unique approach which significantly reduces risk and nearly ensures success. Our approach is centered around the creation of a **Success Plan**. We analyze several key areas of your project and produce a report which highlights risk areas and areas to improve. This allows you to address the problem areas **BEFORE** your project starts. This unique approach ensures your success and helps you achieve your goals.

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- 1 Insufficient or Poor Solution Design
  - 2 Too Optimistic / Afraid to Bear Bad News
  - 3 Inexperienced Resources
  - 4 Lack of Communication
  - 5 Poor Estimating
  - 6 Not Following the Process
  - 7 Lack of Executive Sponsorship / Team Engagement
  - 8 Insufficient Planning
  - 9 Not Managing Scope
  - 10 Poor Quality
  - 11 Lack of Accountability
  - 12 Toxic Culture

**Note:** These reasons are not ranked in order of importance.

## OUR EXPERIENCE

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For over 30 years, we have provided technology and management consulting services to a some of the countries leading companies. Based on this work and performing project recoveries, we have comprised a list of twelve reasons why projects are not delivered successfully. These are not in any order of importance, but one way or another, may impact your success.

1

### INSUFFICIENT OR POOR SOLUTION DESIGN

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Technology is the backbone of most business initiatives and is critical for success. The solution design needs to be carefully thought through and reviewed with various technology stakeholders to ensure it supports the business requirements, is technically feasible and will not impact security or the existing infrastructure. Often times, not enough focus and emphasis is placed on the solution design. Key technical stakeholders are not part of the solution design process resulting in a flawed solution design, ultimately impacting the success of the project. The solution design needs to be defined and reviewed with a number of technical and business stakeholders to ensure the overall solution will support the requirements of the business.

2

### TOO OPTIMISTIC / AFRAID TO BEAR BAD NEWS

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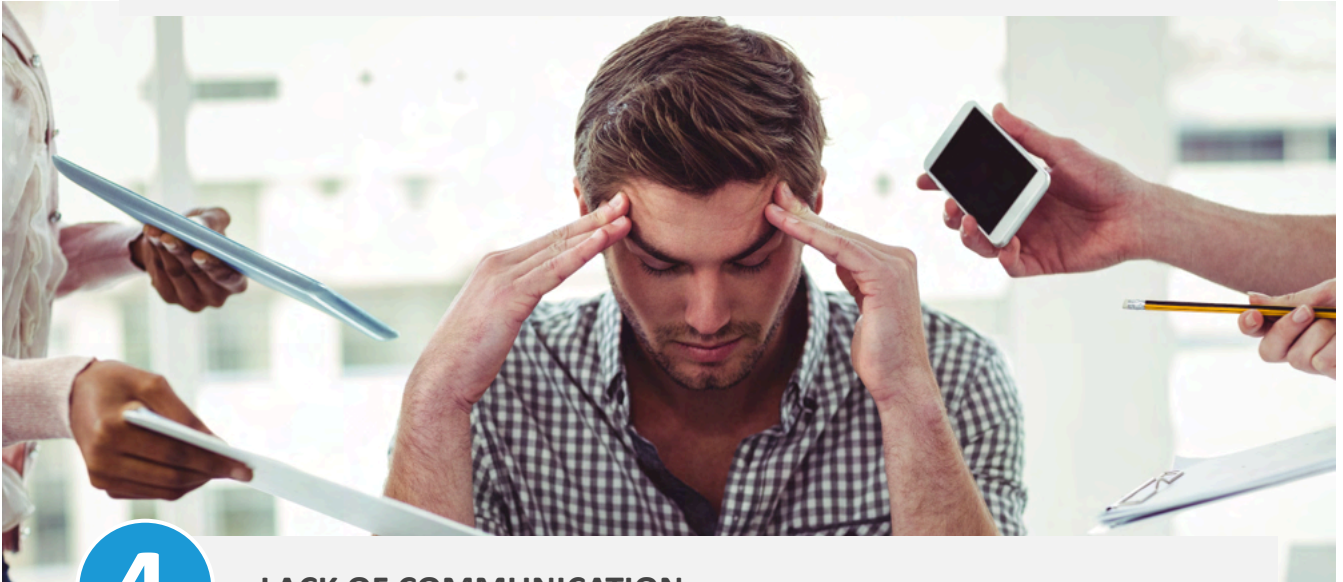
Nobody wants to be the bearer of bad news. People fear that bearing bad news, risks or issues will reflect poorly on us and make us look bad. Therefore, people tend to be optimistic in their reporting and do not present risks or issues. If they do raise them, they may not present an accurate picture of the size and magnitude of the issue. Project delivery is a team sport and people need to realize that the presentation of risks and issues is a positive, although it may be hard. When risks or issues are raised, they can be addressed. This requires a project delivery leader with experience and is not afraid to bear bad news.

# 3

## INEXPERIENCED RESOURCES

To deliver initiatives successfully, you need experienced people. People with proven skills who have successfully delivered in the past. Companies staff their projects with whoever is available. Maybe you are trying to follow the Agile Delivery Methodology, but are using a PM that has taken a course and now they are an expert. Or maybe, your solution architects are good at web applications and think they know what it takes to build and deliver enterprise scale mobile applications. Regardless of the situation, the result can be the same, a delayed implementation and impact to the budget.

If you are using a professional service firm, you need to make sure they are staffing the project with experienced resources. Professional service firms will staff client projects with people who they have on the bench or who are available. These people may not have the correct skills for the engagement or are junior resources. However, professional service firms are mandated to keep their teams billable, even though it may impact the project and hinder the relationship with the client.



# 4

## LACK OF COMMUNICATION

Communication is critical to the success of any initiative. Executive and leaders need to be aware of progress, issues, budget and upcoming milestones. Team members need to be aware of expectations, their tasks and delivery dates. Program managers need to be aware of project timelines, risks, milestones, issues and dependencies. If people are not aware of issues, their tasks or due dates, the project will fail. Communication needs to be proactive and clear, from the project and program managers up to the executives and business leaders, where expectations and priorities are driven.



## 5

### POOR ESTIMATING

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Projects need to be sized and scoped properly. If they are not, the project team will be in a constant battle to meet delivery dates and stay within budget. Often times, people underestimate the cost of a project because they don't truly understand the effort involved, don't have the right people engaged or paint a rosy picture to minimize the budget required for project approval. Not only can the budget be estimated poorly, but also the effort and hence the delivery timeline. In either case, proper vetting and review are required in order to determine a realistic effort, timeline and budget.

## 6

### NOT FOLLOWING THE PROCESS

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Processes are put in place for a reason, to provide a framework to consistently deliver quality solutions. From software development and project management to program management and governance, processes are in place to reduce risk, increase quality and eliminate wasteful spending. This includes the other processes required to deliver solutions such as documentation (business requirements, technical design, test plans), testing, change management and deployment.

Were the necessary sign-offs obtained for all the necessary deliverables? Did the business sign off on Acceptance Testing? Processes need to be followed, even if timeframes are short and you need to deliver quickly. If they are not, quality will suffer, more risk is introduced and budget overruns will occur.

# 7

## LACK OF EXECUTIVE SPONSORSHIP / TEAM ENGAGEMENT

For any project to be successful, it requires active participation from the business and IT. Business users most often have their daily responsibilities to take care of, limiting the amount of quality time to adequately support a project. This is where effective communication of priorities comes in. Executive sponsors need to make sure that teams are aligned to the commitments of the project. If there are staffing issues or questions regarding priority, they need to be raised so that the executives can adequately address the issue. They cannot address anything they are not aware of. Similarly, project managers need to ensure tasks are being completed on time and team members are properly engaged. If they are not, then this needs to be raised to the project board and executive sponsors.

# 8

## INSUFFICIENT PLANNING

Often times projects require participation from scores of individuals. In a recent project we delivered, there were over 400 team members required to implement a solution across 24 countries and 90+ manufacturing facilities. Projects managers, IT leaders and business leaders need to be proactive and think five steps ahead. What is needed in the next 2 weeks, 3 weeks, 4 weeks? What risks are there that may impact the project? Working sessions, design sessions, program meetings, test sessions, issue resolution meetings, implementation planning all need to be scheduled in advance. Peoples calendars get full quickly. Insufficient planning causes project delays and increases project costs.



# 9

## NOT MANAGING SCOPE

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Increased project scope causes a lot of projects to fail. As projects progress, issues are encountered or additional features or functionality are brought to light and deemed required so successfully build out the solution. This additional functionality will affect the project by adding work to already tight timeframes or push delivery dates out. Sure, there are times where one large feature is discovered and adversely impacts the project. However, it is often a number of features, that over time add up. Death by a 1000 paper cuts. Project managers and IT leaders need to be aware of this common issue and be proactive in challenging the addition of any functionality. The costs and impact of features need to be reviewed and added to the project through the typical change management process.

# 10

## POOR QUALITY

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Ok, so the team has followed the process. However, what they produced is poor quality. How good were the requirements documented? What about the detail design? Will a developer be able to use the requirements and detail design to build what is required in the planned timeframe? Deliverables need to be done properly and reviewed by the right people to ensure they meet requirements. If not, the next phase of the project will be impacted.





11

## LACK OF ACCOUNTABILITY

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People need to be accountable for what they are to produce or deliver. Deliverables and activities are what drive projects. People need to commit and deliver. If they don't, the project will fail. People need to be held accountable to their commitments and responsibilities. If they are not, they are being rewarded for poor work behavior. This will not only impact the delivery of the project, but the moral of the team.

12

## TOXIC CULTURE

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Company culture sets the tone as to how solutions are built and deployed. If the culture is toxic, it will be more difficult to deliver. With politics, backstabbing, leadership by fear or difficult people, it will be a challenge for any team to accomplish their objective. If the company culture is one in which people are there just to work from 9 to 5, get their hour lunch break and two 15 minute breaks, projects will take much longer to deliver for the company.

# YOU DON'T HAVE TO FAIL

**Are you positioned for success?** At Full On Consulting, we offer a unique approach. Before every engagement, we develop a **Success Plan**, a plan that significantly reduces risk. We analyze several key areas to produce a report and scorecard outlining risks and problem areas. We review the results with you and your team so that you can be proactive and address risks **before** your project starts. This proven approach nearly ensures your success. We know that companies cannot afford the cost of failure, that's why we make it our business to invest your success.



## *Position Yourself For Success*

Make sure your initiative doesn't fail before it starts.

Schedule your free **Success Plan**

Call 1 (877) 438-5566

[info@fullonconsulting.com](mailto:info@fullonconsulting.com)

# WHY

## FULL ON CONSULTING



**PROVEN RESULTS** – your success is our success. We’ve helped companies achieve their goals, save money, make them more competitive, avoid unforeseen disasters and position them for the future.



**OUR PEOPLE** - we provide our clients with proven, talented consultants who know what it takes to successfully deliver. Our people are what set us apart from other firms.



**TRUSTED PARTNER** – a Trusted Partner always does what’s in the best interest of their clients. We focus on building long term relationships based on trust and integrity.



**PARTNERSHIPS** - our partnerships with leading technology companies and offshore development firms result in lower costs and vendor commitment.



**CO-MANAGEMENT AND KNOWLEDGE TRANSFER** - our goal is to help you become self-sufficient to maintain the delivered solution.



**COLLABORATIVE APPROACH** - you understand your business and we understand technology and delivery. We work together with you to understand your challenges, provide options and together deliver your unique solution



**FLEXIBLE DELIVERY MODEL** - whether you need our help for one day or six months, we can tailor a delivery model that best fits your needs, saving you time and money.



## LETS GET STARTED

Have a critical initiative? Think you are already prepared? It can't hurt to let our great team work with yours to develop an plan for success. We have helped a number of clients successfully deliver their initiatives, saving them time and money. We can help you too.

**Give us a call at (877) 438-5566.**

**Schedule an Introduction to Full On Consulting**



**GREAT PEOPLE GREAT VALUE GREAT RESULTS**

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Full On Consulting is a leading technology and management consulting firm helping client leverage technology to improve bottom line results. Our team of industry-leading consultants know what it takes to successfully deliver. Our unique approach of working with you to build a success plan **before** your engagement starts ensures your success.