

Why Good ITIL Implementations Go Bad

Presented by Mike Hoevenaars, ITIL Consultant.

Based upon white paper "Why good Projects go Bad" by Michael Addario and Lloyd Weber, Noveld Business Systems.

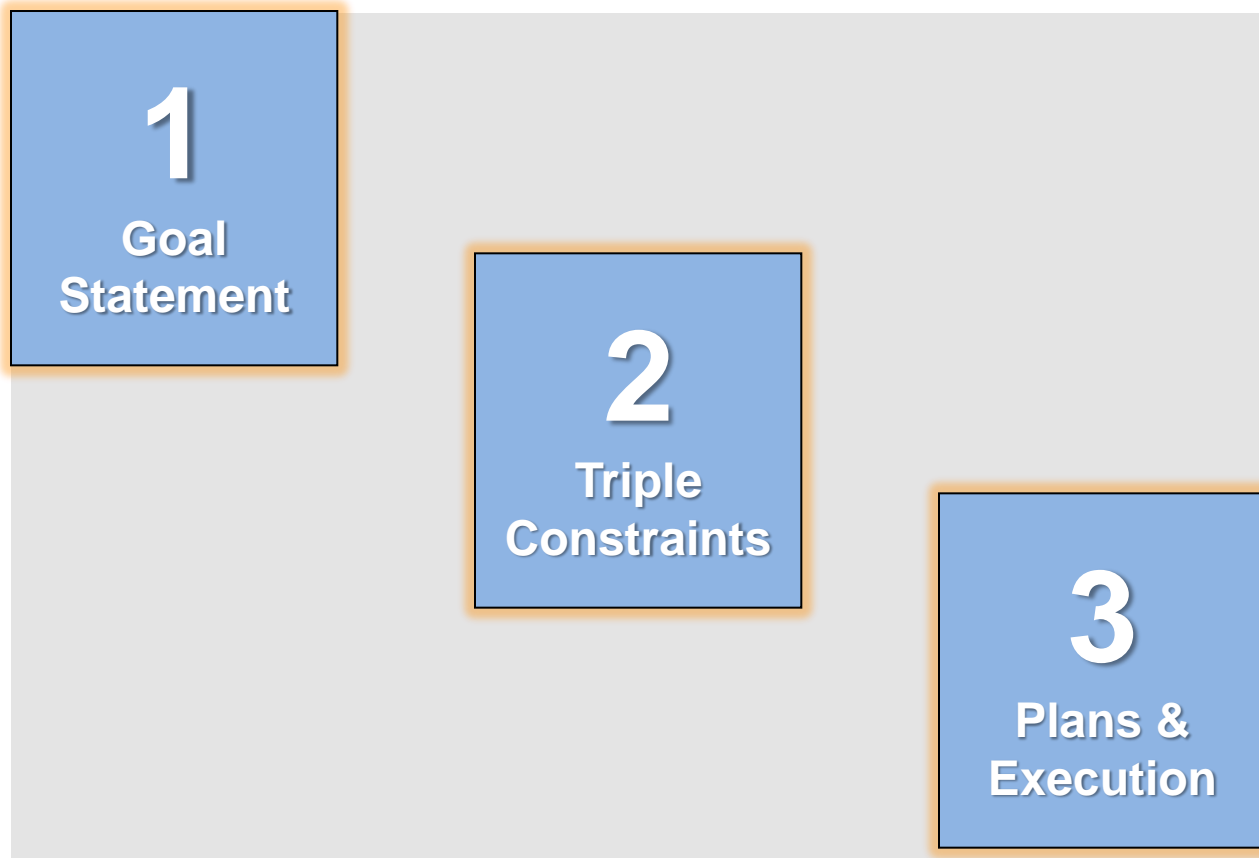
Key Learnings Attendees Will Be Walking Away With Today:

1. Understanding of the Rules of Engagement, which dominates the dynamics of a Project?
2. Understanding of Organizational layers, motivational drivers and communication gaps, which makes up the dynamics of an organization
3. What Problem could result as these two forces interact?



**Mike
Hoevenaars**
ITIL Consultant

The Problem:



Key Learning's

WHY GOOD PROJECTS GO BAD PREVENTING PROJECT MANAGEMENT MELTDOWN

By Michael G. Addario and Lloyd S. Weber Illustrations by Tom Curry

A software company successfully launched its first product in its market—a groundbreaking application. The company received awards, sales picked up, and a well-known entrepreneur invested fourteen million dollars in the venture. A year later and out of money, the company desperately sought a buyer or merger—unfortunately having rejected a \$150-million buyout offer eight months earlier.

What happened? Sales of software release 1.0 dried up because new versions

THE PROJECT VS. THE ORGANIZATION

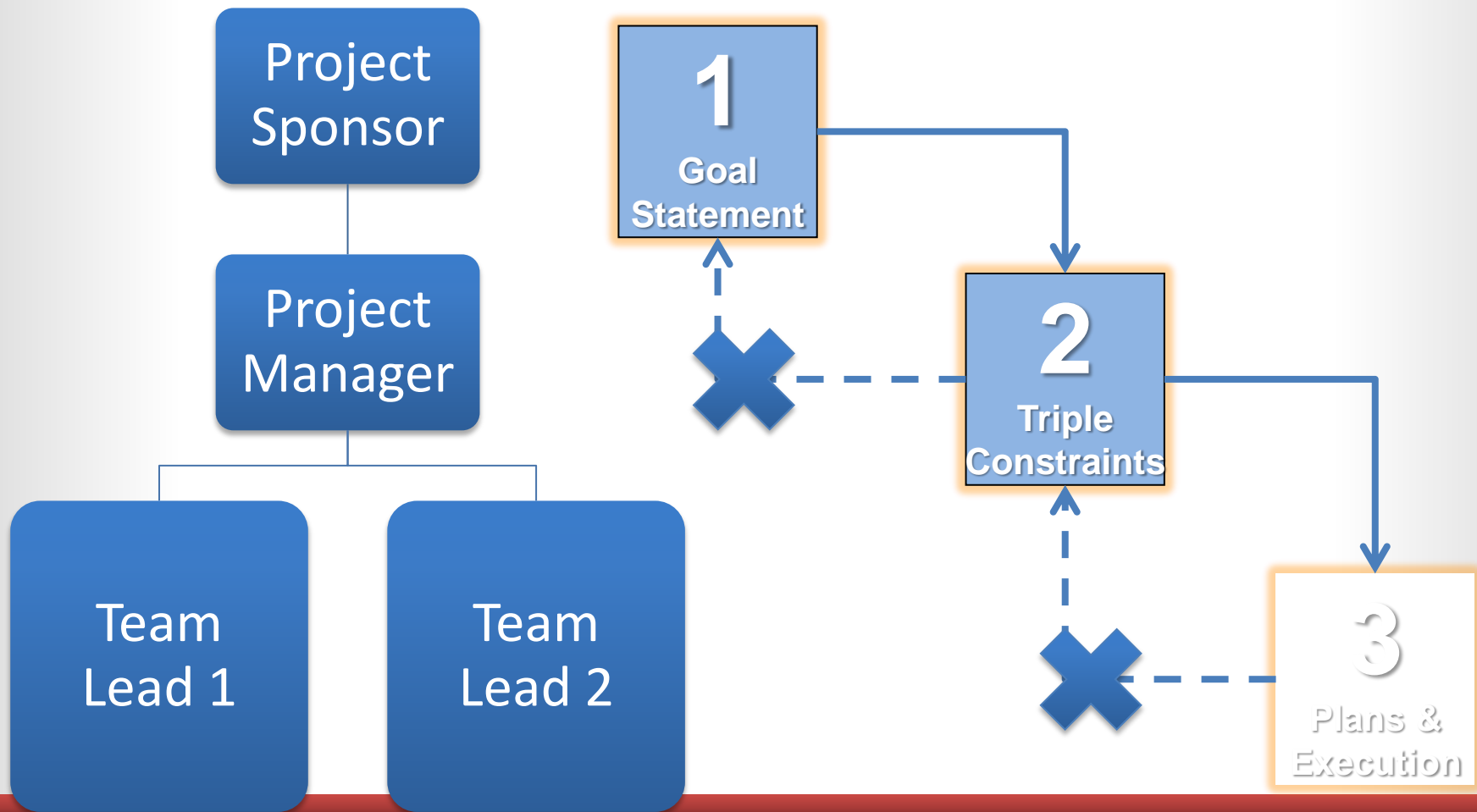
An understanding of why projects fail can be gained by examining what appear to be two separate forces that contribute to failure: the dynamics of the project itself and the dynamics of the organization.

These forces represent two distinct states: the project, a temporary state, and the organization, a permanent state. If left unrecognized and unattended, interaction between these two forces can produce

performance level of the product or service. Schedule is the time it takes to achieve the specified performance in the product or service.

Management elements are maximize, constrain, and accept. These elements specify how each of the effort elements is treated during the project. Maximize means that the effort element cannot be negotiated or adjusted. Failure to achieve the maximized effort element results in project failure. Constrain means the ef-

The Project: A Temporary Entity



The Organization: A Permanent Entity

Executive Layer

Exec Team

Operational Layer

Business
Manager

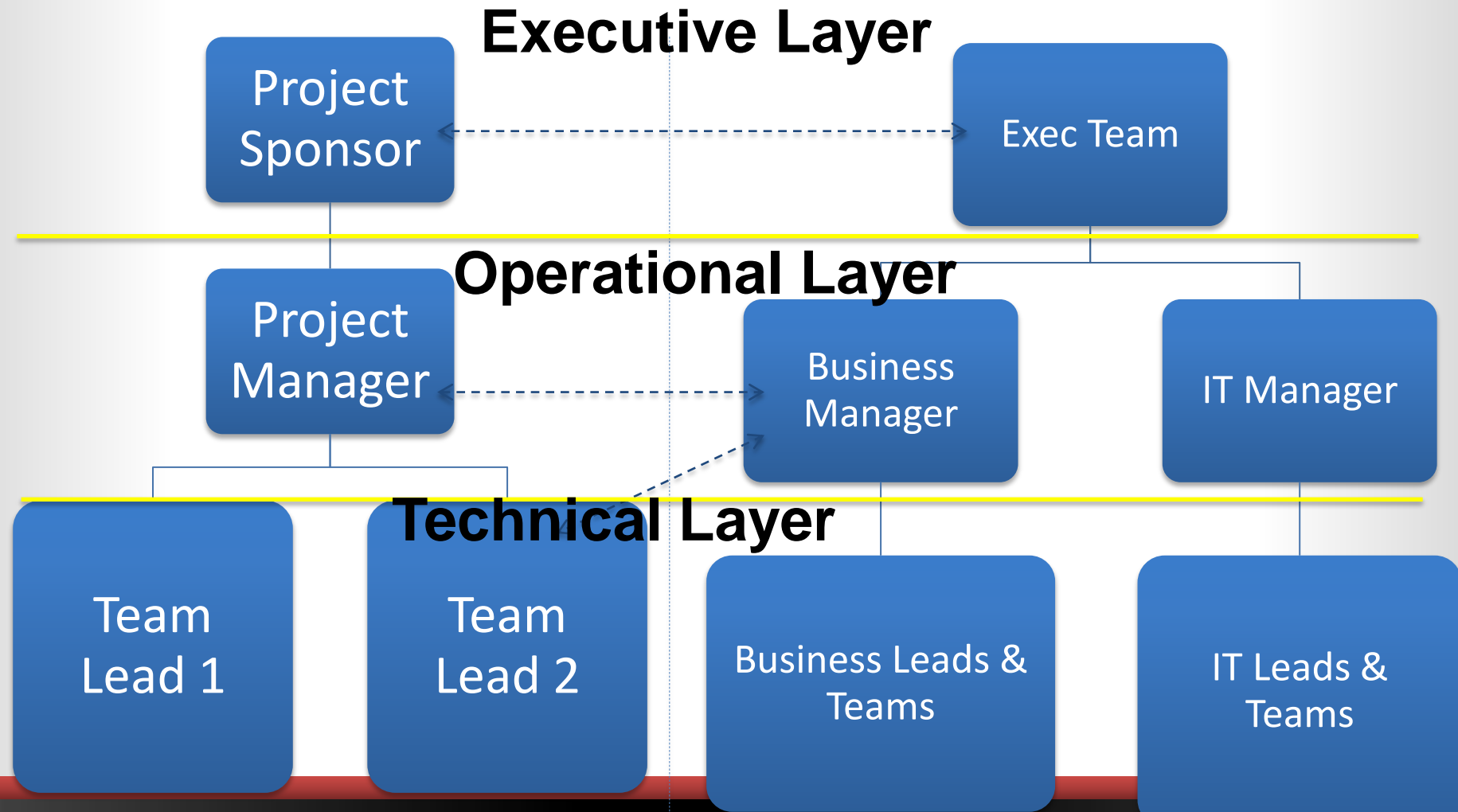
IT Manager

Technical Layer

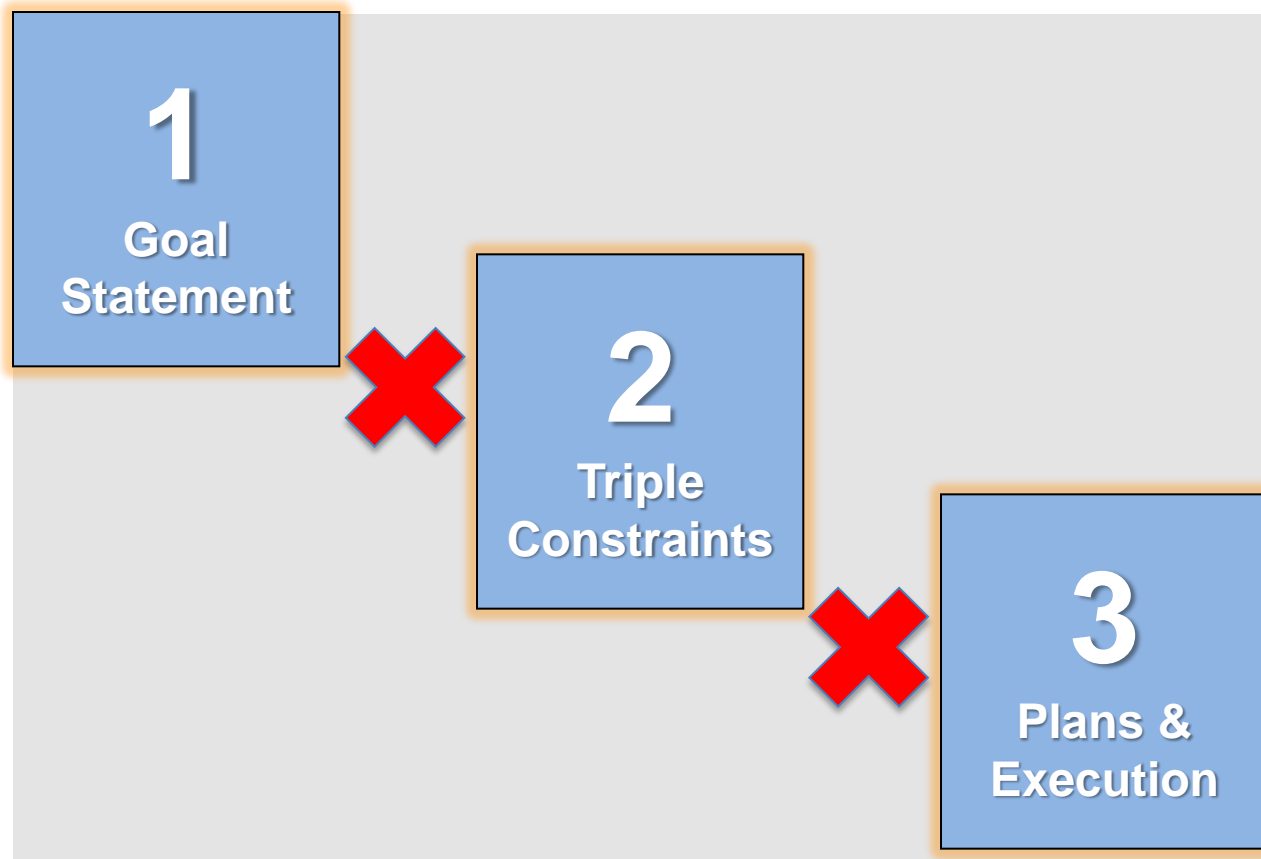
Business Leads &
Teams

IT Leads &
Teams

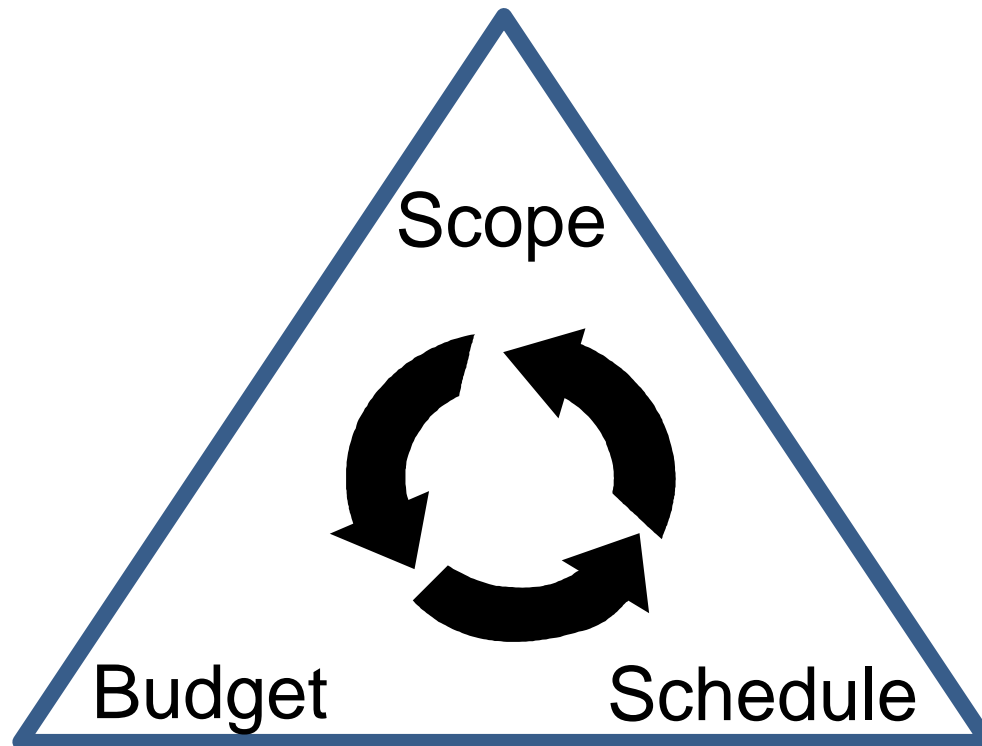
Interactive Forces: Project vs Organization



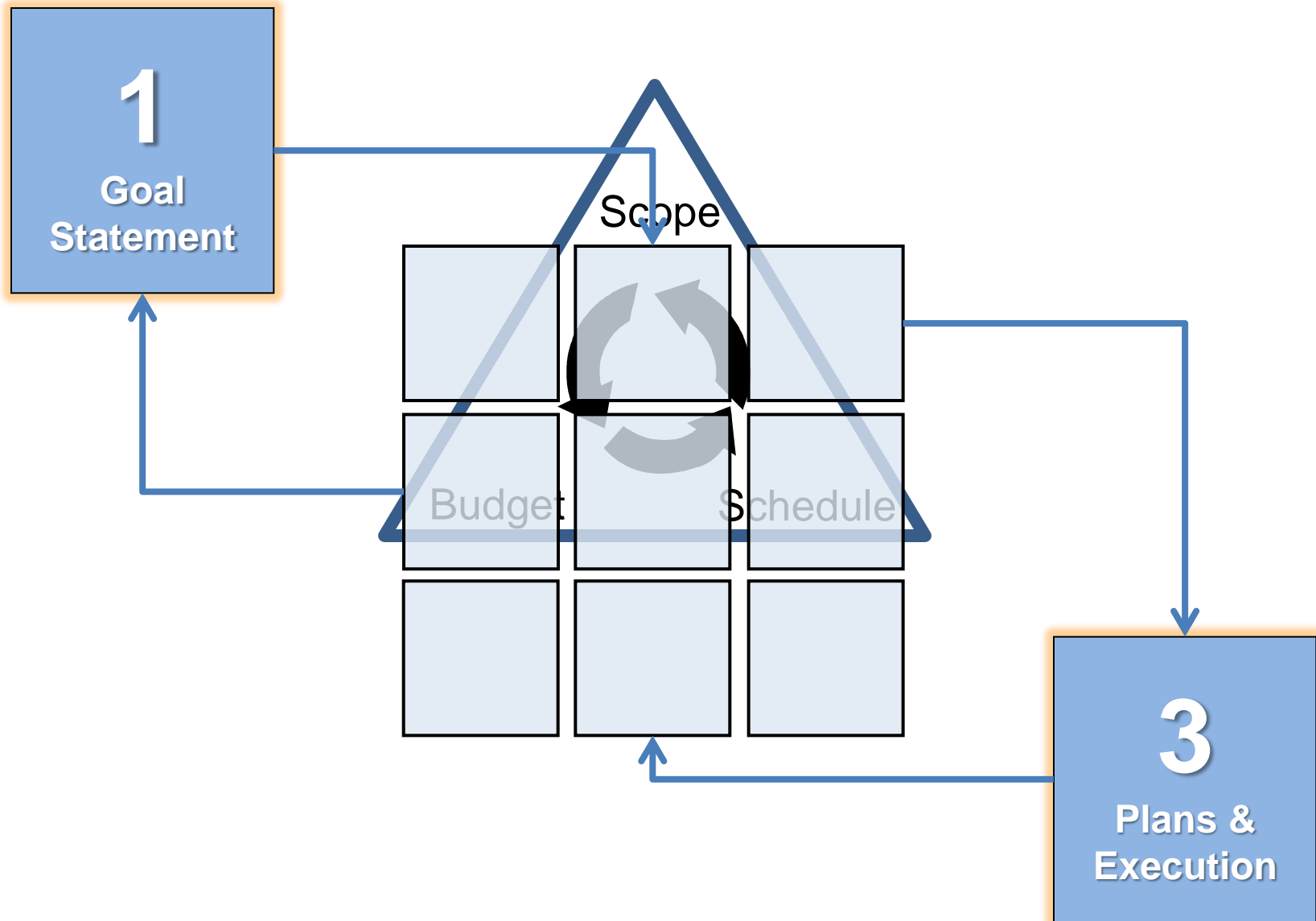
Conflict



Project Dynamics: Managing the Triple constraints



Triple Constraints



Triple Constraints

Maximize

Constrain

Accept

X		
		X
	X	

Performance

Cost

Schedule

The Rules of Engagement

Triple Constraints

Maximize

Constrain

Accept

X	X	X
X	X	X
X	X	X

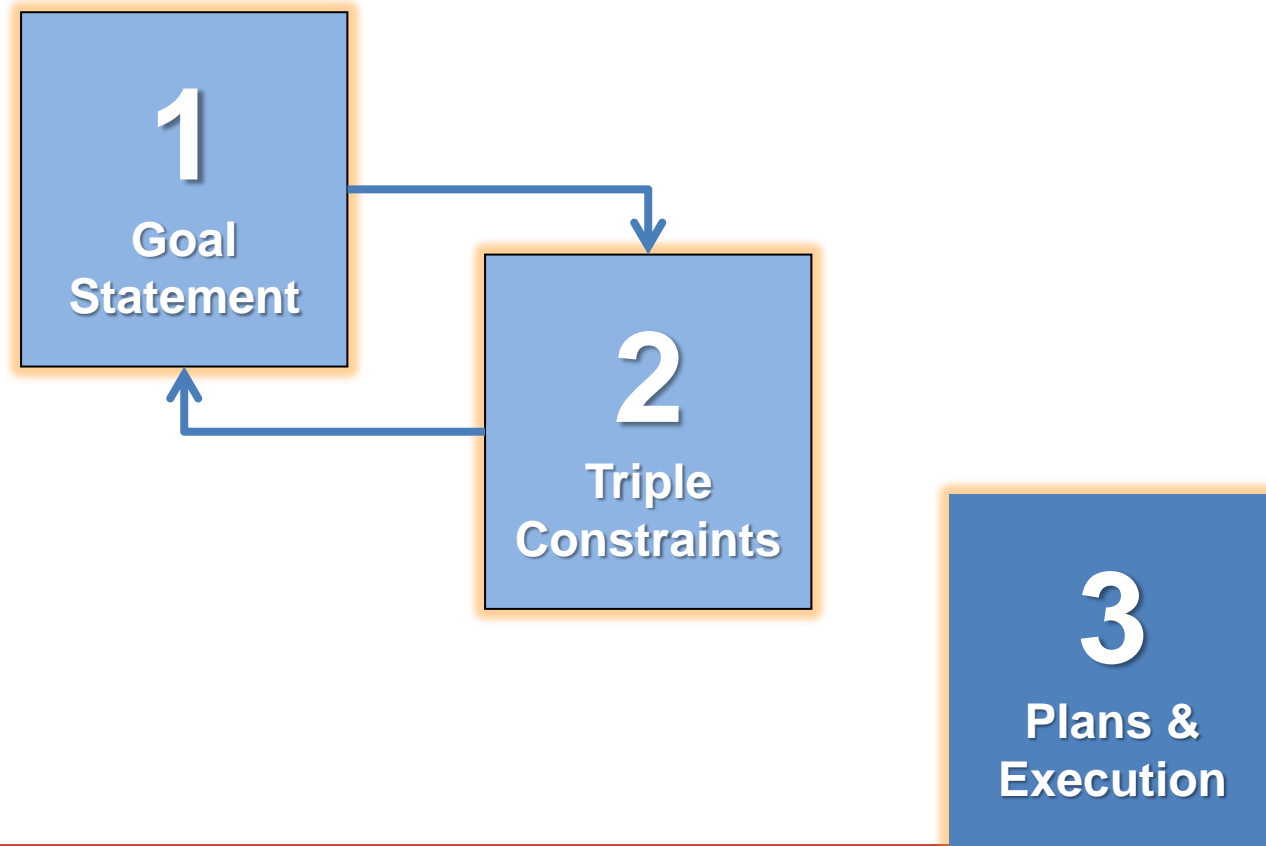
Performance

Cost

Schedule

The Rules of Engagement

Linking Goals to the Triple Constraints



Linking Goals to the Triple Constraints

**JFK: "landing a man
on the moon..!"**

**Langley Research Center
LV-1998-0007**

Case Study: NASA

"I believe that this nation should commit itself, to achieving the goal, before this decade is out, of landing a man on the Moon and returning him safely to the Earth."

John F. Kennedy

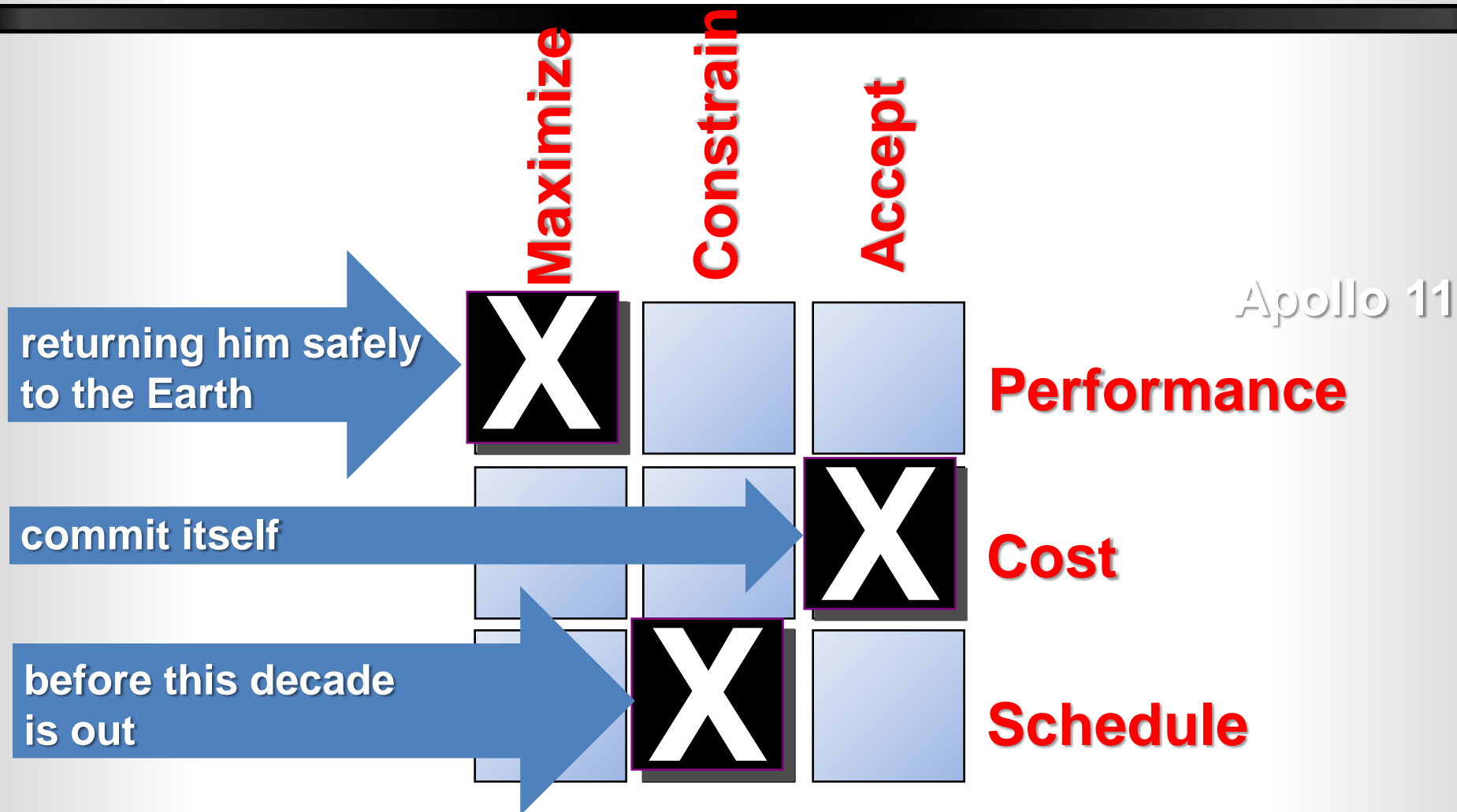
May 25, 1961

Cost: "...commit itself..." (implied)

Schedule: "...before this decade is out..."

Performance: "...returning him safely to the Earth."

Linking Goals to the Triple Constraints



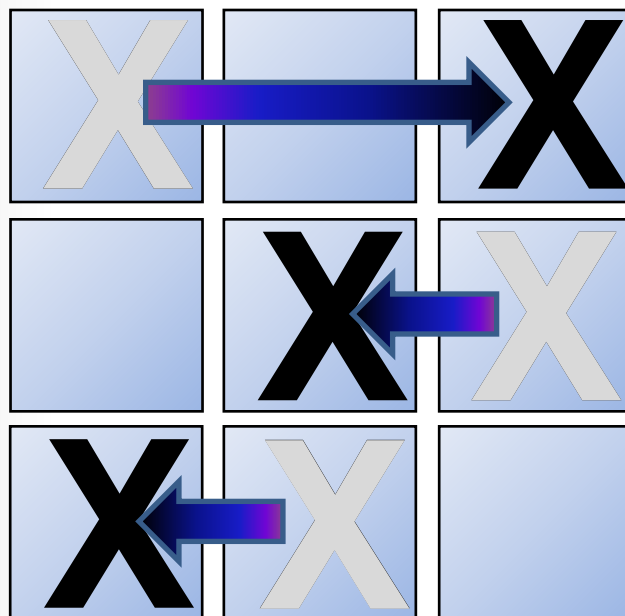
NASA The Rules of Engagement

Linking Goals to the Triple Constraints

Maximize
Constrain
Accept



1986
on schedule



Performance

Cost

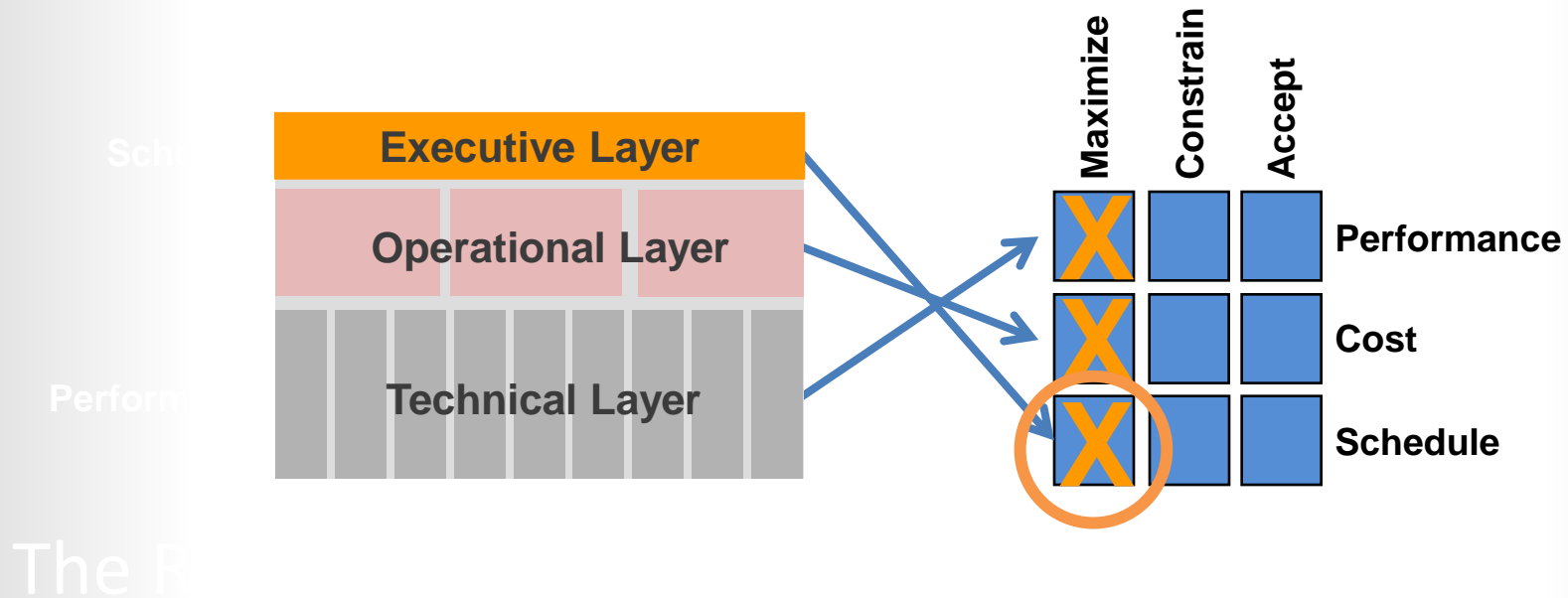
Schedule

NASA The Rules of Engagement

Linking Goals to the Triple Constraints

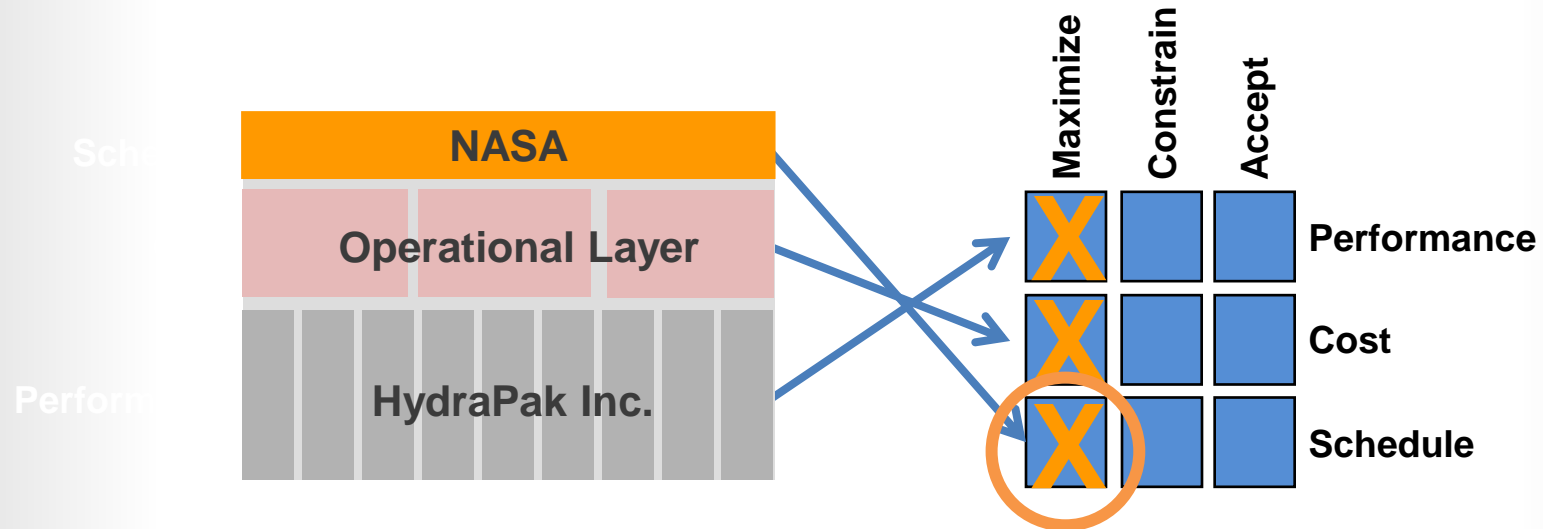
The Space Shuttle Program goal is to establish a national space transportation capability that will substantially reduce the cost of space operations and support a wide range of scientific, defense, and commercial uses.

Linking Goals to the Triple Constraints



Linking Goals to the Triple Constraints

On time delivery



The Role of Organizational Structure

MIR Inc.
Project
“Transition Transition”

CASE STUDY

Background:

MIR Inc. has been experiencing significant sales declines

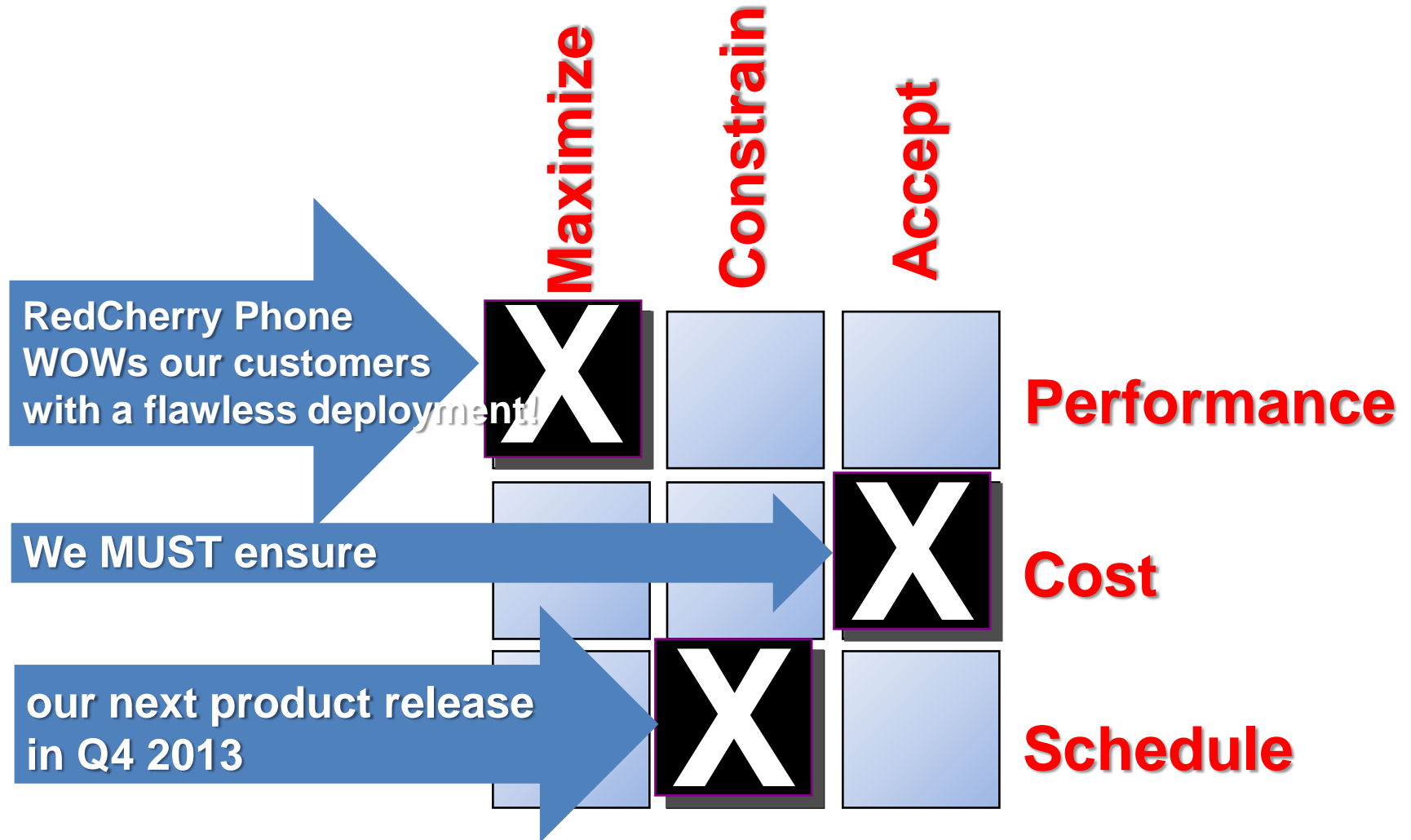
Declines in customer satisfaction, resulting from unexciting product implementations that included numerous Bugs and Delays!

Project “Transition Transition”:

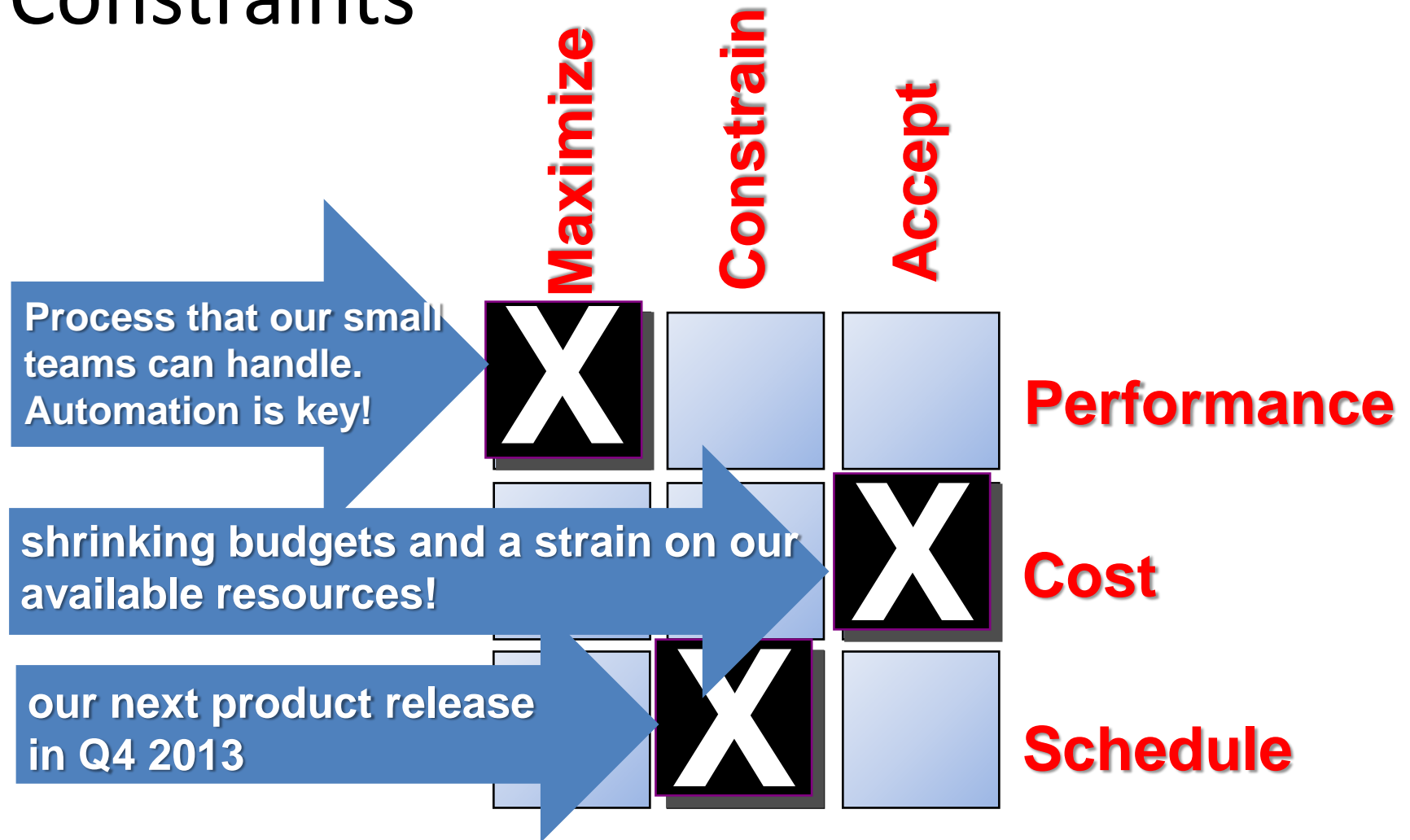
Executive Mandate:

- We MUST ensure our next release of the RedCherry Phone WOWs our customers with a flawless deployment!

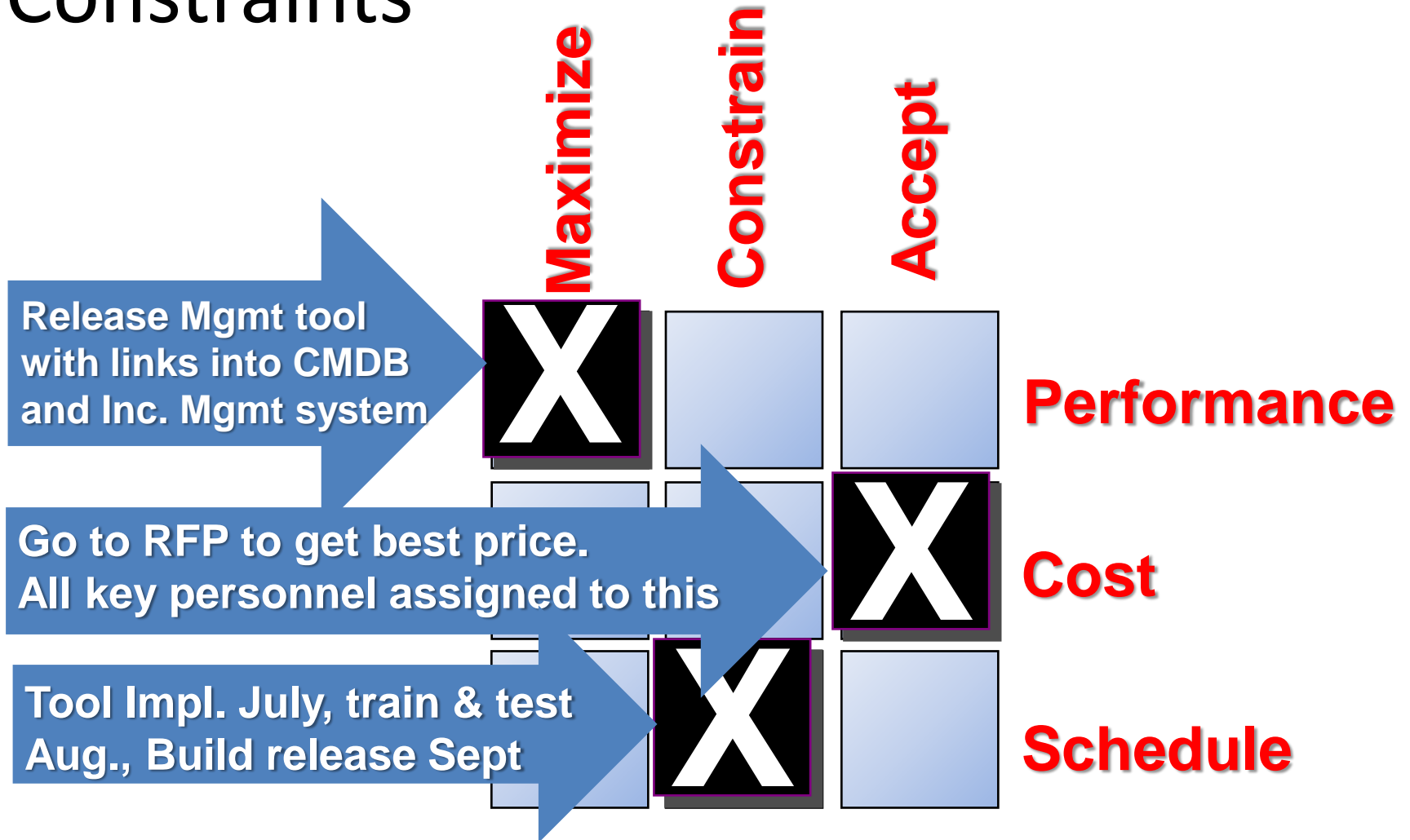
Linking the Goal to Triple Constraints



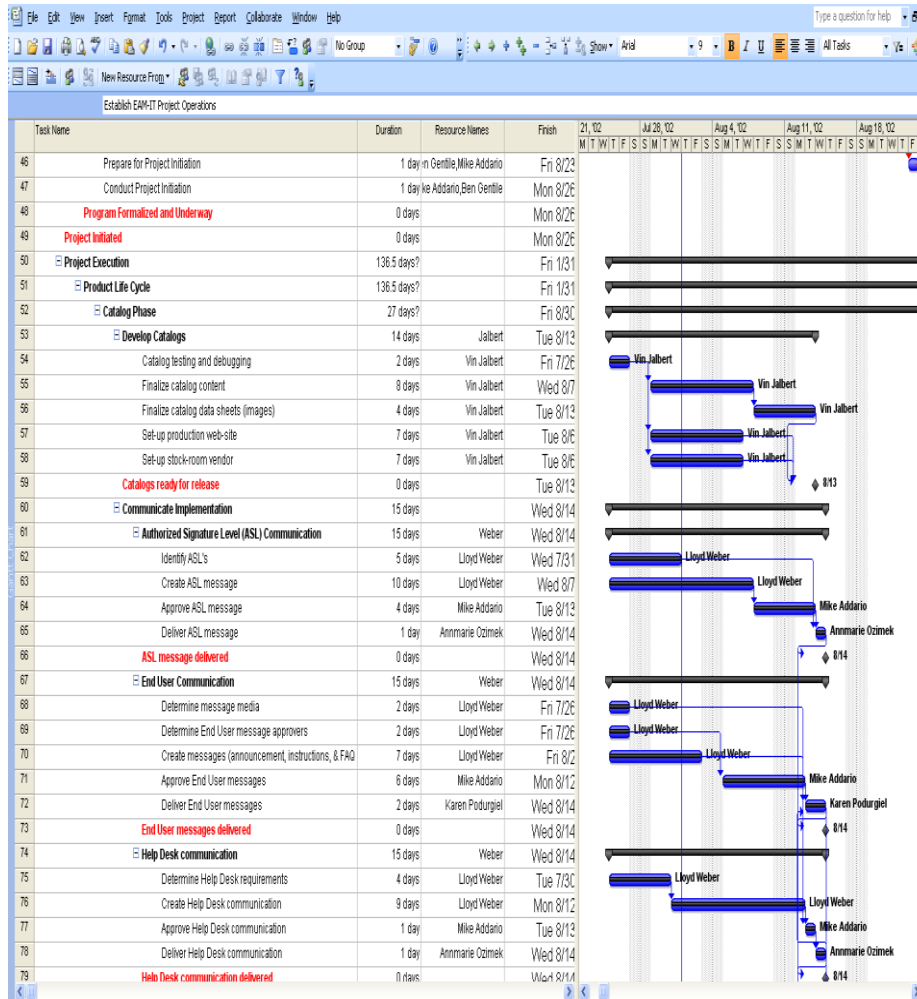
Operational Influences on Triple Constraints



Technical Influences on Triple Constraints



PM's Planning based on Understanding of Project Drivers:



Then the inevitable happens... Project CRISIS!

Major competitor announces launch of a new y-phone in September!

Executives decide to move up OUR product launch to August!

PM's direction from Sponsor...

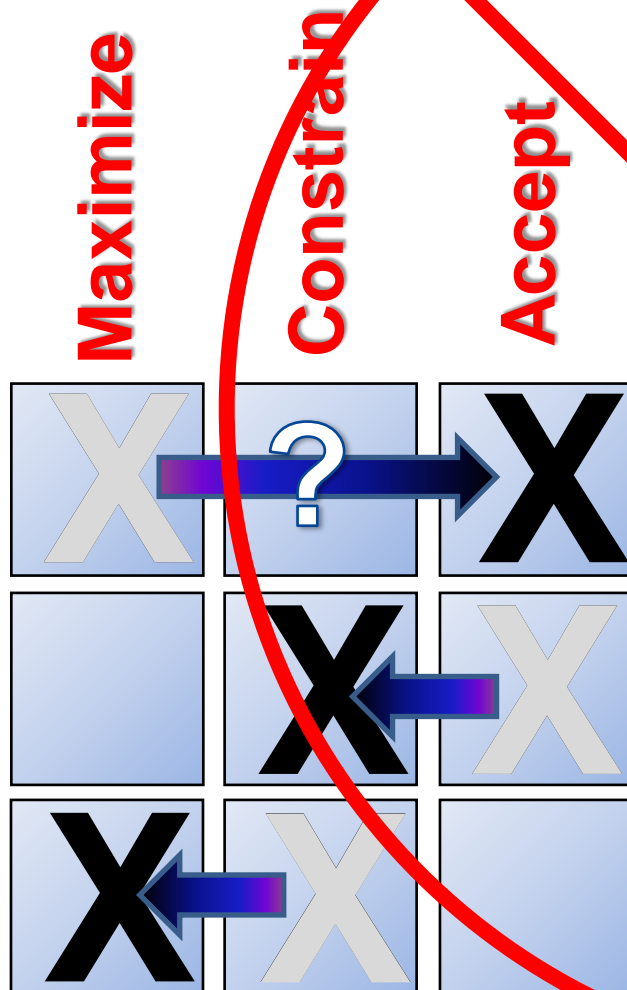
- Move up project “Transition Transition” date to July 1 so we can use new process & tools for this launch.



WHAT HAPPEN'S NEXT???

PM'S Response

THE RULES OF ENGAGEMENT
HAVE CHANGED!



Performance

Reduce testing and shorten
Product build to save time

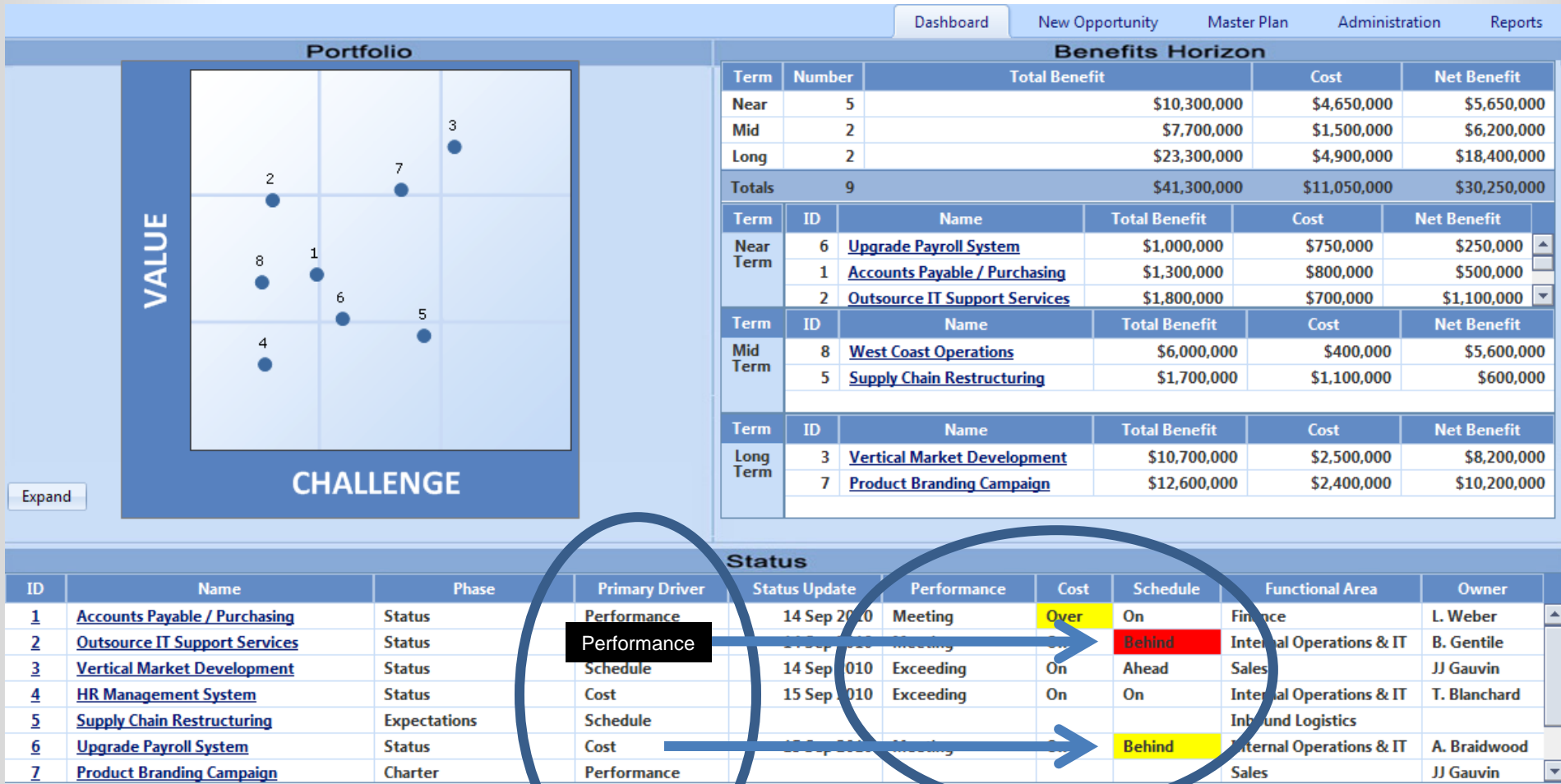
Cost

Add People, constraining
costs

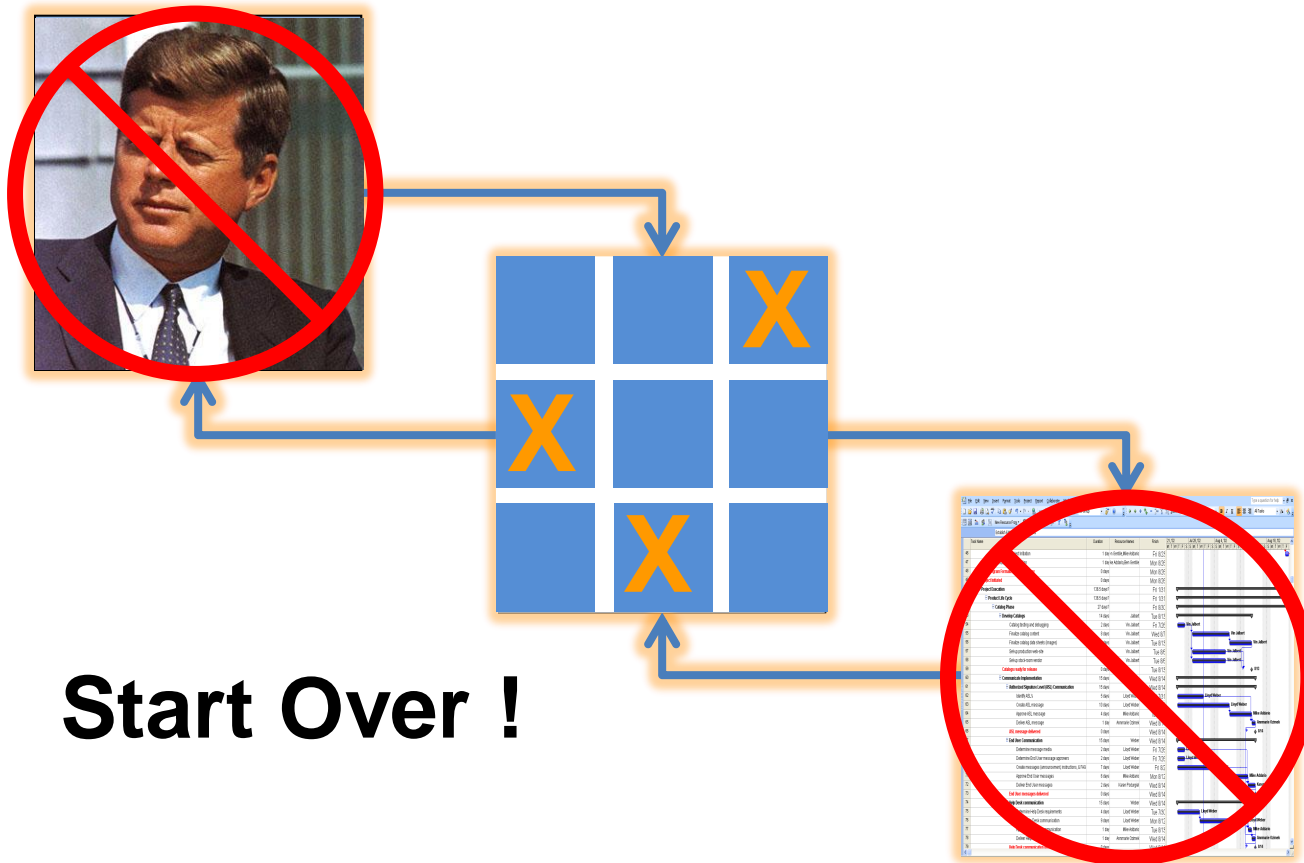
Schedule

Schedule now on Product
Implementation's Critical
Path

Putting it Together

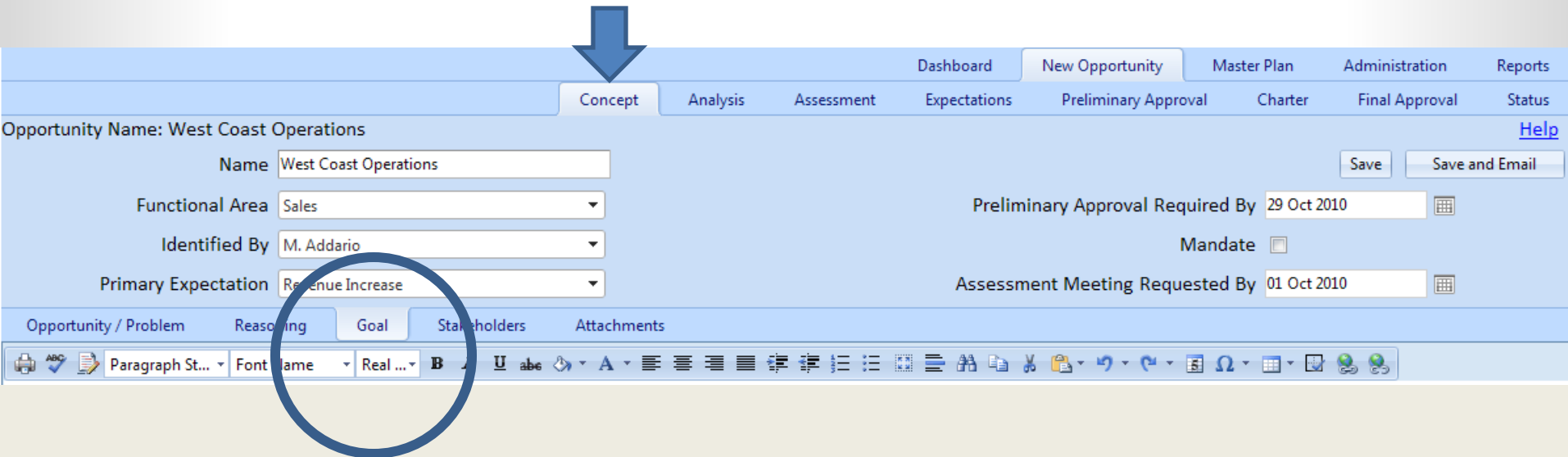


Putting it Together



Start Over !

Putting it Together



Dashboard New Opportunity Master Plan Administration Reports

Concept Analysis Assessment Expectations Preliminary Approval Charter Final Approval Status

Opportunity Name: West Coast Operations [Help](#)

Name: Save Save and Email

Functional Area: Preliminary Approval Required By:

Identified By: Mandate:

Primary Expectation: Assessment Meeting Requested By:

Opportunity / Problem Reasoning **Goal** Stakeholders Attachments

Paragraph St... Font Name Real ... B U abc A

Revisiting the Goal Statement:

We **MUST** ensure our next release of the RedCherry Phone WOWs our customers with a flawless deployment!

Putting it Together

Opportunity Name: West Coast Operations

Expected Start Date: 06 Sep 2010

Expected End Date: 28 Jul 2011

Primary Driver: Performance

Secondary Driver: COST

Performance

Cost

Schedule

Opportunity Name: West Coast Operations

Name: West Coast Operations

Functional Area: Sales

Identified By: M. Addario

Primary Expectation: Revenue Increase

Preliminary Approval Required By: 29 Oct 2010

Mandate:

Assessment Meeting Requested By: 01 Oct 2010

Opportunity / Problem Reasoning **Goal** Stakeholders Attachments

We MUST ensure our next release of the RedCherry Phone WOWs our customers with a flawless deployment!

Putting it Together

Opportunity Name: West Coast Operations

Selected Start Date: 06 Sep 2010

Selected End Date: 28 Jul 2011

Primary Driver: Performance

Secondary Driver: COST

Project Milestone Planning | Project Notice | Attachments | Select Milestone Template

Choose a Template

- Choose a Template
- Performance Driven Software Development
- Schedule Driven Software Development
- Process Re-Engineering
- COTS Application Package Selection
- Acquisition Process
- Sales Program
- Product Realization Process
- Outsourcing Program
- Software Maintenance
- Enterprise Asset Management
- Software Quality Assurance Program

Kick-off Project

Establish Requirements

Acquire Software

Develop Customization

Test, Test, Test

Implement Software

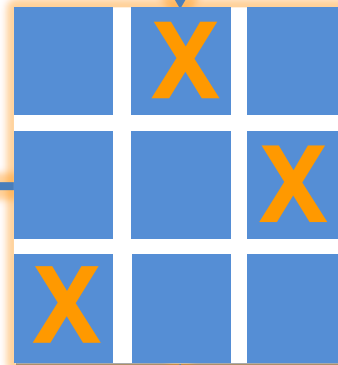
Train

Build Product Release Plan

Implement Product

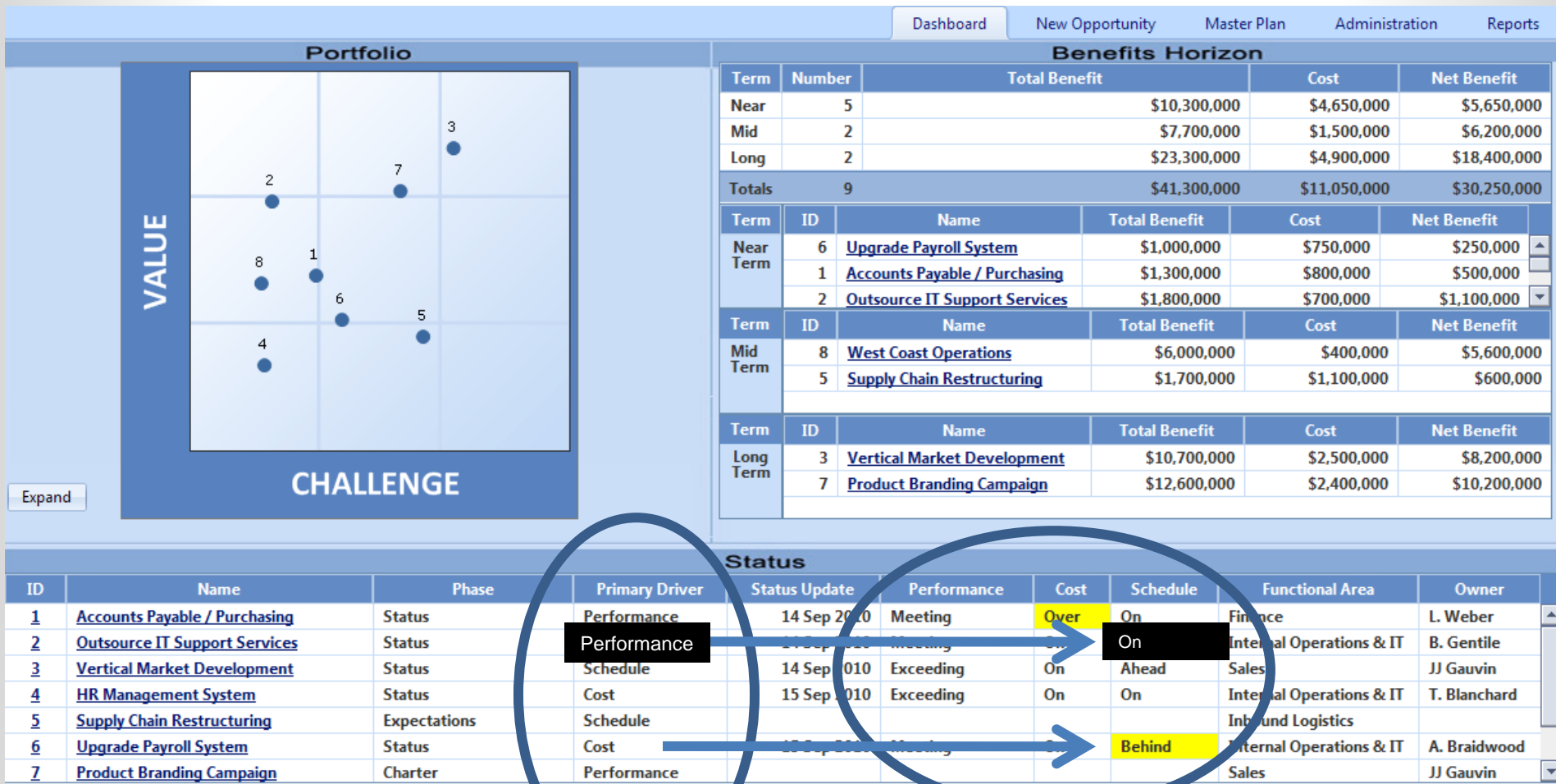
Close Project

Putting it Together



Task Name	Start	Resources	End	MS	MS2	MS3	MS4	MS5
Project Setup	1/15/14	John Kennedy	1/15/14	0	0	0	0	0
Project Kickoff	1/15/14	John Kennedy	1/15/14	0	0	0	0	0
Project Charter	1/15/14	John Kennedy	1/15/14	0	0	0	0	0
Project Plan	1/15/14	John Kennedy	1/15/14	0	0	0	0	0
Project Execution	1/15/14	John Kennedy	1/15/14	0	0	0	0	0
Project Close	1/15/14	John Kennedy	1/15/14	0	0	0	0	0
Project Review	1/15/14	John Kennedy	1/15/14	0	0	0	0	0
Project Summary	1/15/14	John Kennedy	1/15/14	0	0	0	0	0
Project Final Report	1/15/14	John Kennedy	1/15/14	0	0	0	0	0
Project Archiving	1/15/14	John Kennedy	1/15/14	0	0	0	0	0
Project Post-Mortem	1/15/14	John Kennedy	1/15/14	0	0	0	0	0
Project Lessons Learned	1/15/14	John Kennedy	1/15/14	0	0	0	0	0
Project Final Review	1/15/14	John Kennedy	1/15/14	0	0	0	0	0
Project Completion	1/15/14	John Kennedy	1/15/14	0	0	0	0	0
Project End	1/15/14	John Kennedy	1/15/14	0	0	0	0	0

Putting it Together





Thank You For Attending The Webcast!

Please take a moment to answer the quick survey after you exit the webcast. Your feedback is extremely valuable to us.

We'd Love To Hear From You!

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Email: Info@ThoughtRock.com

