

SECRETS OF PROJECT MANAGEMENT

How to Manage Your Project
Successfully

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DEDICATION

To my Dad, Eng. Francis Fumbuka.

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Thank you!

1 WHY PROJECT FAILS

Managing a project is a struggle almost for everyone. Projects carried out in your Government, NGO's, Public and Private Companies, have been facing a lot of challenges, including cost overruns and time overruns (delays) to mention a few. Almost 9 out of 10 projects are facing an overrun of 50% to 100%. Only 46.8% of the public sector and 37.2% of the private sector projects are being finished within the allocated budget and time. Why is that? Because you miss the secrets of project management for the greatest success.

Project according to A Guide to the Project Management Body of Knowledge (6th edition), is defined as a temporary endeavor that produces a unique product, service or result. The project is comprised of many activities that need to be undertaken, to meet a required deliverable in time. Those activities are formed after understanding the scope and objectives of the project. If the activities are in place and the scope of the project is known, then why you face cost overruns and delays? Below according to me, are the strongest ten reasons:

Reason #1: Lack of risk management plan. Any project has its uniqueness, certainties and uncertainties including risks. The risk can be political interference, price fluctuation, shortage of resources, climate change and so forth. Unfortunately, during planning, you forget to have a risk register that documents all the risks that may affect the project. You don't even have a plan to respond to those risks. You start the project blindly without discussing them with the team.

Reason #2: Lack of Skills and Knowledge of the Project Manager. Project Manager is the person who coordinates and oversees all the activities of the project. Unfortunately, you select project managers without qualifications. Anyone is managing the project without being given a capacity building. As a result, they overspend the budget, fail to control risks, mismanage the team and never meet the deadline.

Reason #3: Lack of processes in the organization. The process is like a guideline that directs you to do something to achieve another thing. Many processes in your organization are neither managed, communicated to the team nor documented at all. Everyone uses his or her ways to do something in the project. That creates substandard to many works, as a result of a lot of reworks in the project.

Reason #4: Lack of support from the management. Your organization is more structured according to the functionalities and not projects-based. Therefore, Functional managers such as Head of departments are more powerful than Project managers. They are interested more in the completion of functional activities than project activities. Because of that, making the decision, approving changes, releasing the resource to be part of the team or providing support to the project is not their priority in