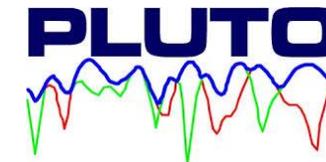


CASE STUDY:

Why LARGE projects blow-out

TEN common reasons why big capital projects often blow-out:

1. We don't spec requirements in enough detail
2. Thin business cases pass with too little challenge in the first place; and demand unrealistic timescales
3. Up front Cost–Benefit analysis work is usually idealistic and best-case orientated
4. Our risk plans are inadequate, and sensitivity analysis often unrealistic
5. We often meet the unexpected during major projects
6. We get too focussed on milestone dates and delays, and not on getting it right
7. Our teamwork and communications with suppliers could always be better
8. We maintain an adversarial relationship with the prime contractor too long into the project
9. We are poor managers of resources ourselves, and often poor project managers too
10. We make assumptions too often, and act as if they are facts



CASE STUDY:

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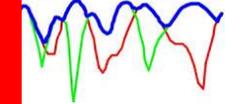
The conspiracy of optimism



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