

Facts

Once the facts have been gathered

- Assess the evidence
- Uncover the root cause
- This is the best opportunity to learn and improve performance
- Learn from the problems encountered to avoid a recurrence



Root Cause Example



Suddenly the Project Manager announces that there is a problem.....

Problem Statement– Unable to Start Software Build Phase

Why?

The design documents are not approved

Why?

The design details are not complete

Why?

The user requirements are not approved

Why?

The users are unclear on what they need

Why?

The business analysts weren't clear on the best proposed solution

Why?

The business requirements workshop was poorly planned and executed

Why?

There was insufficient time allocated to the workshop

Why?

There was pressure on to kick off the project.....

Root Cause

When you reach a point where you can't get any further with the “**Why?**”, then you know that you have found the underlying issue or it is very close.



Root Cause Example - Analysis



- Customer expectations were not managed
- Inadequate governance around the key milestones in the schedule
- Poor communication
- Dependencies and enablers not well communicated and not understood
- No accountability

Root Cause Example - Analysis



What should have happened?

Project Manager should have

- Met with the project sponsors
- Called for more time to complete the requirements
- Flagged missed milestones to the stakeholders
- Made project team members accountable
- Not proceeded to the design phase in the absence of complete requirements

Review Each Missed Milestone



For each missed milestone or project issue

Either

Something Unexpected Happened

Or

Something that was expected to happen did not happen



Project Problems

- In what area is the problem most prominent?
 - Cost
 - Schedule
 - Scope Control
 - Milestones Passed without Completion of Scope
 - Resources / Management
 - Reporting
 - Project Sponsorship
 - Governance



Unknowns

- A question to be asked at this stage is:
 - Were there any previously unidentified unknowns that surprised us?
 - Design Changes
 - Testing Problems
 - Other influencing Factors

