

1. How early does one company know whether a product - and the underlying project - is a success on the market

- In the automotive industry, after the first 6 months of sales you get data for the first 3 months (sales, early warranty problems etc)
- therefore you have an initial idea of whether you achieved your goals or not.

3. Why is it a problem when one project, although successful - "stole" resources from other projects/programs in order to respect deadlines and goals?

- There are company goals that are more important than one project - when one particular project succeeds by digging into outside resources, it is often to the detriment of other projects.
- Success should be defined not on an individual project level but rather on a consistent stream of successful projects.

3. Views / opinions on metrics

- Once you select a set of metrics you have to live with them, therefore they have to be chosen very carefully.
- Attention has to be given to metrics whose evolution isn't linear.
- Some metrics like lifecycle costs cannot be measured in the development phase. A project isn't successful just because it shipped on time and with all the features, there is a time lag until real success (or failure) of it can be assessed.
- When using multiple metrics care has to be given not to in selectively optimizing one or some of them in the detriment of others.
- "Accrual" aspect of multi-staged projects: You can game the system in reducing costs in some stages but this technique will backfire in later stages.
- It's important to relate all metrics on the process of delivering value to the customers, i.e. not to lose sight of the top-level goal.

4. Things to add to project success factors (slide 13 of today's lecture - L22)

- Project team can create dialog internally to try to surface hidden issues

- The issue isn't what to add but rather what to remove from the list. It's the PM's responsibility to push back features that were handed down to him and that he deems are unrealistic in his project
- This list is more likely part of the project manager's job description
- It's part of the parent organization's task to ensure functional or technology strategy is communicated to project managers - often not the case.
- Many layers of management cause "distortions" in functional / technology strategy as it gets filtered down through them.

5. Additional Failure factors:

- Lack of teamwork
- Lack of firm capacity to resolve tradeoffs up front.
- Spending more money up front the better chances of meeting goals at the end of the project
- Understand what interactions and tasks are out of the firm's control - understand where the boundary is. This way "safety margins" can be created to build a certain robustness to external delays.