

Project Reviews, Assurance and Governance

GRAHAM OAKES

GOWER

Contents

<i>List of Figures</i>		<i>ix</i>
<i>List of Tables</i>		<i>xi</i>
<i>Acknowledgements</i>		<i>xiii</i>
Part I	Introduction	1
Case Study	Earthquakes in the Project Portfolio	3
Chapter 1	Project Success; Project Failure	9
	The Cost of Project Failure	9
	The Importance of Projects	11
	Projects, Programmes, Portfolios	12
	The Role of Reviews	13
	The Importance of Information	14
	Reasons for Project Failure	15
	This Book	16
	The Case Studies	18
	Avoiding Unnecessary Failure	21
Chapter 2	Project Reviews	23
	Facing Reality	23
	The Role of Project Reviews	29
	Benefits of Effective Project Reviews	32
	Types of Review	34
	Other Considerations	39
	The Challenges of Running Effective Reviews	45
Case Study	Formal Gateways in the Public Sector	47

Part II	Project Review Process	53
Chapter 3	The Review Process	55
	Conventional Model	55
	The Systems Model	56
	Initiating a Review – Reviews as Projects	59
Case Study	Lesson from Problems in the Past	67
Chapter 4	Review Parameters	71
	Outputs	71
	Control Parameters	72
	Inputs	76
	Review Execution – The Analysis Loop	76
	Feedback Loops	77
	Revisiting Review Types	78
Case Study	Post-project Reviews and Retrospectives	83
Chapter 5	Reviews and Organizational Learning	89
	Providing Space for Reflection	89
	Creating an Organizational Memory	90
	Disseminating Learning	94
	Building Individual Skills	95
	Building a Learning Organization	96
Case Study	Weeding the Project Portfolio	119
Chapter 6	The Importance of Evidence	123
	The Need For Evidence	123
	The Analysis Loop	125
	Information-gathering Techniques	129
	Interviews	135
Case Study	Assuring Fixed Price Implementations	153
Chapter 7	Logistics Matter	157
	Communications	157
	Going On-site	164
	Information Management	169

Case Study	Programme Reviews in a Merged Environment	173
Part III	Reviews and Governance	177
Chapter 8	Triggering Effective Action	181
	Sphere of Influence	182
	Implications of the Governance Matrix	190
	Writing Reports	195
	Tracking Action	199
Case Study	Software Review and Inspection Techniques	201
Chapter 9	Gaps and Overlaps in Governance	205
	Project and Organizational Governance	206
	Assurance with Multiple Sponsors	207
	Assurance and the PMO	208
	Assurance and other Staff Offices	210
	Authority of the Assurance Team	210
	Dealing with Unclear or Fragmented Governance	211
Case Study	Review Techniques in the Education Sector	213
Part IV	Running an Assurance Team	217
Chapter 10	Organizational Issues	219
	Establishing a Review Process	219
	The Business Case for Reviews	220
	Ownership of the Review Process	225
	Roll-out Strategy	226
	Review Parameters	227
	Establishing Teams and Processes	232
	Propagate and Sustain the Process	233
	Reviews and Maturity Models	237
Case Study	Assuring Quality in a Global Application Portfolio	241
Chapter 11	Team Issues	245
	Stress Factors	245
	Review Team Support	247
	Developing Reviewer Skills	251

Case Study	Completion Bonds in the Film Industry	253
Chapter 12	Conclusion	255
<i>Bibliography</i>		259
<i>Index</i>		263