

SUMMARY

- Each block can impact project cost/schedules by 10-15%+
- Together, they can grow effort & duration tremendously (by as much as 3-10X & 2-3X more, respectively)
- Such delays are often root causes of project cancellations, massive project rework, project start-overs, and litigation.

Remember: Both sides typically contribute to unacceptable project delays – however, one party almost always contributes a lot more overall!

Pyramid of Integrator Project Delays

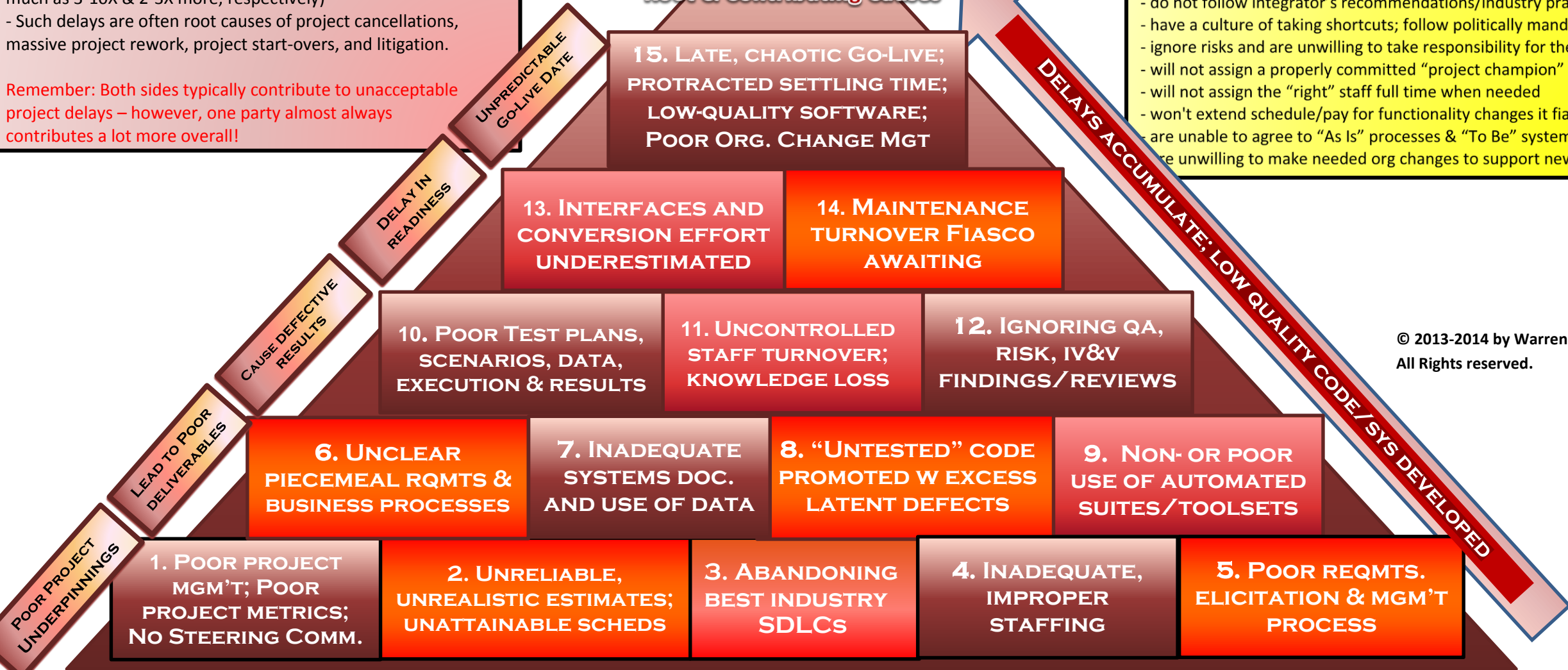
Root & Contributing Causes

IMPORTANT CONSIDERATIONS:

These causes of Delay work in both directions:

Good systems integrators are delayed by “bad” customers that:

- cannot make decisions or change their minds frequently
- do not follow integrator’s recommendations/industry practices
- have a culture of taking shortcuts; follow politically mandated dates
- ignore risks and are unwilling to take responsibility for them
- will not assign a properly committed “project champion”
- will not assign the “right” staff full time when needed
- won't extend schedule/pay for functionality changes it fiats
- are unable to agree to “As Is” processes & “To Be” system
- are unwilling to make needed org changes to support new system



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Each Block Can Cause a Ripple Effect. One Set of Blocks Will Trip Another Explaining Why If You Find One, You're Likely to Find Others.

1. Not the Expert PEs/PMs/P Leads promised/named in proposal [CMMiL1]	6.. No end-to-end processes; prototypes/demos of pieces only; “priority” issues	11. Bait-Switch; Uncontrolled turnover/knowledge loss; Unfilled Manager positions
2. Non-use of multiple historical &/or parametric estimating models	7. Reqmts incomplete/vague; design updates stopped; report/form design deferred	12. Integrator advised constantly of its action caused delays – but it ignored them
3. Abandoned agile approach (wrong approach); No quality standards for SDLC, Master Scheduling, Test Methods. Followed ad hoc SDLC	8. No evidence of proper, ongoing “static reviews”. Passing incomplete/failed unit, component, system tests with ‘hidden’ defects is 10-100x more costly to fix later.	13. Integrator shared project activity/progress re old baseline NOT real status GL date; Earned value unreliable; managed tasks offline; Status wrong; 5 GL extensions
4. Understaffed at times; Key positions empty; limited domain experience	9. Tools ill-used include: regression test; estimating; code complexity, Config. Mgt	14. NO staffed, trained. readied Maintenance Org. w proper sw tools for handoff
5. Integrator doesn't know what/how to deliver: poor JADs; no prototyping; stilted demos; failed ride-alongs; limited review time; limited language & domain competence ; Biz Proc flows undocumented; Reqmts vs. Devel Group disconnect; Integrator’s excess use of “Change Requests, Parking Lot, etc.”	10. Systems Test Results show very slow/delayed testing progress (with only 50% passed at 100% mark), + many data prep & latent unit, component, integration defects surfacing that s/h/b/caught/fixed earlier. End-to-end processes still not documented. Conversion, interface, performance, -ibility, UAT tests still to come!	15. Each block of significant delay will impact ongoing/overall delay exponentially when combined to create “years more of delay, rework, quality concerns & post-Go-Live problems.” COCOMO II estimates show this project taking > twice as long as normal due to Integrator caused project delays. (14.8 v 9.2 v 6.1 v 5.2 years)