

APM SOUTH WEST EVENT

# The Chaos Report

Turning project chaos into  
practical lessons  
(and a few laughs)

Join Alan Jennings and  
Gareth Markham for a frank,  
engaging look at what really  
goes wrong in projects and  
how to turn chaos into  
better outcomes.



**Alan Jennings**  
Director,  
Clear Star Group

**Gareth Markham**  
Agile Coach,  
Turner & Townsend

# Quick Start Exercise

Think of a project you've worked on



What made the biggest difference?

Write down ONE factor

# What Actually Makes Projects Succeed?



# What did the Chaos Report find?

## Standish Group - CHAOS Report 2020

CHAOS Report Top 3 Project Success Factors

**1. User  
involvement –  
15.9%**

**2. Executive  
management  
support – 13.9%**

**3. Clear  
statement of  
requirements –  
13%**

Original report included

- Proper planning
- Realistic expectations
- Smaller milestones
- Competent staff
- Ownership
- Clear vision/objectives
- Focused staff

## Project A



On Time



On Budget



All Requirements met

## Project B



Three Months late



15% Over Budget



Original Scope Changed Significantly

**SUCCESSFUL**

**UNSUCCESSFUL**

Six month's later hardly  
anyone uses it



Users  
**LOVE IT**



Solves the  
**BUSINESS  
PROBLEM**



Saves  
**£2 MILLION  
PER YEAR**

# What We See in the Real World

Five conditions that help projects succeed



## PURPOSE

Do we understand the problem and outcome?



## PEOPLE

Are the right people genuinely involved?



## TRUST & EMPOWERMENT

Can the team actually make decisions?



## FEEDBACK

How quickly do we discover that we're wrong?



## ADAPTABILITY

Can we change direction when we learn something?



# Exercise

## The Project Rescue Challenge

- A government organisation is replacing an ageing internal case-management system.
- £4m spent.
- Product Owner attends approximately half of ceremonies.
- Users saw the system for the first time last month.
- Feedback: "This isn't how we actually work."
- Programme board wants more detailed reporting and a revised delivery plan.
- Morale falling

# The Project Rescue Challenge

## The Constraint

**“You cannot”**

- **Hire more people**
- **Extend the deadline**
- **Replace the technology**
- **Do Agile better**

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# The Project Rescue Challenge

**Write three interventions on three cards**

**You have one move**

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# PROJECT



# Diagnose your own project

Think about a project you're working on now.

Question

Score

Everyone can explain the outcome we're trying to create?

/5

The people affected are genuinely involved?

/5

The team can make meaningful decisions?

/5

We get useful feedback quickly?

/5

We can change direction when evidence tells us to?

/5

# CONCLUSION:



**PURPOSE**

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**PEOPLE**

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**TRUST &  
EMPOWERMENT**

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**FEEDBACK**

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**ADAPTABILITY**

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# Any Questions?



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