

Leaning Tower of Pisa



Does it look
crooked to you?



The Case: Campo Miracoli di Pisa

- Built 1050-1300
- Pisa, Italy– dominant regional trading partner
- Cathedral plaza containing church, baptistry and bell tower
- Relevant today?



Tell Me Why



- Why case studies?
- Why ask why?
- Why history?
- Why strategize?
- Why is Pisa relevant?



Measure For Measure

Performance

Time

The Project

Cost



Performance



- What's this baby supposed to do?
- 10 weeks or 100 years?
- Goldplating or paper plates?



Time

- How serious is that deadline, really?
- Sometimes more is simply... more
- Advantage or disadvantage?



Cost



- What have you got?
- What can you get?
- What can you finagle?
- Who's paying?

Bionic Turkey



Rescoped

Funding revised

Expectation of same
result

...but: will it fly?



Fixing What Broke



- What needs to be fixed
- What needs to be done:
 - Down tools and stop all work?
 - Rescope and revamp?
 - Call it “good enough”?



...Lemons or Lemonade?

- Making a failed project fly...sort of.
- Can you define “failed”?
- Why did we do this in the first place?
- Does it look crooked to you?



Lessons Learned



- History's trash may in reality be treasure
- Flexible constraints have limits too
- “Keeping up with the Joneses” is not a project requirement you want
- Cash flow can make or break a project



Lessons Learned



- Tell me why
- Only by knowing why can you know if a project actually is a success or failure
- Bionic turkeys always fly...somehow
- If you are a project manager, you too will manage a bionic turkey

Questions?

