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# THE STANDISH GROUP REPORT

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## CHAOS

*"The Roman bridges of antiquity were very inefficient structures. By modern standards, they used too much stone, and as a result, far too much labor to build. Over the years we have learned to build bridges more efficiently, using fewer materials and less labor to perform the same task."*

Tom Clancy (The Sum of All Fears)

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## INTRODUCTION

In 1986, Alfred Spector, president of Transarc Corporation, co-authored a paper comparing bridge building to software development. The premise: Bridges are normally built on-time, on-budget, and do not fall down. On the other hand, software never comes in on-time or on-budget. In addition, it always breaks down. (Nevertheless, bridge building did not always have such a stellar record. Many bridge building projects overshot their estimates, time frames, and some even fell down.)

One of the biggest reasons bridges come in on-time, on-budget and do not fall down is because of the extreme detail of design. The design is frozen and the contractor has little flexibility in changing the specifications. However, in today's fast moving business environment, a frozen design does not accommodate changes in the business practices. Therefore a more flexible model must be used. This could be and has been used as a rationale for development failure.

But there is another difference between software failures and bridge failures, beside 3,000 years of experience. When a bridge falls down, it is investigated and a report is written on the cause of the failure. This is not so in the computer industry where failures are covered up, ignored, and/or rationalized. As a result, we keep making the same mistakes over and over again.

Consequently the focus of this latest research project at The Standish Group has been to identify: -

- The scope of software project failures
- The major factors that cause software projects to fail
- The key ingredients that can reduce project failures

## FAILURE RECORD

In the United States, we spend more than \$250 billion each year on IT application development of approximately 175,000 projects. The average cost of a development project for a large company is \$2,322,000; for a medium company, it is \$1,331,000; and for a small company, it is \$434,000. A great many of these projects will fail. Software development projects are in chaos, and we can no longer imitate the three monkeys -- hear no failures, see no failures, speak no failures.

# Standish Corporation Chaos Report

**Shasha Hu**



## **Standish Corporation Chaos Report:**

**Business Leadership for IT Projects** Gary Lloyd, 2016-04-08 The track record of IT projects is poor Less than a third of IT projects deliver what they said they would on schedule and on budget The major cause of IT project failure is not as you might expect poor IT leadership or difficult technology but poor business leadership One of the reasons for this is that unlike their IT peers business managers often get little training or education in project delivery let alone the special case represented by an IT project Business Leadership for IT Projects addresses the gap by providing tools and ideas that are applicable to all sizes of IT projects from those in large multinational corporations down to small growing businesses It sets out the key project touchpoints where business leadership can have a major impact on project success The book combines psychological research and project best practice to create a practical toolbox that can be dipped into as needs arise or followed as an overall approach to IT project leadership The toolbox weaves together three key strands of thought First that the concept of value should be at the forefront of project design and delivery Second that business managers need to take active leadership of IT projects to secure value Third that project teams need tools to slow down their thinking and ensure that actions and decisions are well thought through

**EBOOK: Behavioral Corporate Finance, 2/e** SHEFRIN, 2018-05-18  
**EBOOK Behavioral Corporate Finance 2 e** **Journal on Data Semantics XI** Jeff Z. Pan, Philippe Thiran, Terry

Halpin, Steffen Staab, Vojtech Svatek, Pavel Shvaiko, John F. Roddick, 2008-12-05 Papers were invited based on their quality relevance and significance and the ability of extending their results Extended versions prepared by authors were subject to the traditional two round scholarly review process and the authors were required to respond to all concerns expressed by the reviewers before papers were accepted Eight papers were eventually accepted for publication in this issue The selection of SWESE best papers eventually resulted in the acceptance of two papers The first paper Experiences in the Design of Semantic Services Using Web Engineering Methods and Tools by Brambilla Ceri Celino Cerizza Della Valle Facca Turati and Tzviskou shows how classical software engineering methods such as formal business process development and automatic code generation combine with semantic methods and tools i.e. ontology engineering semantic service annotation and discovery to forge a new approach to software development for the Semantic Web In the paper the authors present their experience in the participation to the Semantic Web Service Challenge 2006 where the proposed approach achieved very good results in solving the proposed problems The second paper Automatically Generated Model Transformations Using Ontology Engineering Space by Roser and Bauer presents an approach to using the semantic technologies to improve cross organizational modeling by automated generation of model transformations By automated generation of mappings it offers new possibilities for the integration of domain specific languages and legacy models in a plug play manner making it easier for new organizations to join collaborations

*Business Information Systems Workshops* Witold Abramowicz, Rainer Alt, Bogdan Franczyk, 2017-01-21 This book constitutes revised papers from the six workshops held at the 19th International

Conference on Business Information Systems BIS 2016 held in Leipzig Germany in July 2016 The workshops included in this volume are The 8th Workshop on Applications of Knowledge Based Technologies in Business AKTB2016 accepted 7 papers from 14 submissions and features 1 invited talk The 7th Workshop on Business and IT Alignment BITA 2016 selected 6 papers from 12 submissions The Workshop on Big Data and Business Analytics Ecosystems DeBASE 2016 has 4 papers in this volume The First International Workshop on Intelligent Data Analysis in Integrated Social CRM iCRM 2016 features 5 contributions The Second International Workshop on Digital Enterprise Engineering and Architecture IDEA 2016 contributes 4 papers to this volume The First International Workshop on Integrative Analysis and Computation of Life Data for Smart Ecosystems INCLuDE 2016 publishes 4 research papers In addition BIS hosted a Doctoral Consortium which was organized in a workshop formula The best papers from this event are included in the book In total the workshops had 84 submissions of which 38 were accepted for publication

**Project Management for Practice** Daud Alam,Uwe Gühl,2022-10-15 In the 2nd edition this book conveys updated content and in addition to classic project management now also agile project management in a practical manner and serves as a toolbox for projects To this end the most important terms and phases of project management are first explained in a standard compliant manner Then this book deals with cross project cross sectional topics and project phase specific content divided into agile and classic project management Tips and hints examples templates and checklists from project practice in the automotive and IT environment complement the contents For student readers there is also an extensive question catalog to consolidate the knowledge learned This gives readers good and quick access to the topic of project management and helps them to be able to carry out their projects successfully

**Handbook of Research on Contemporary Theoretical Models in Information Systems** Dwivedi, Yogesh K.,Lal, Banita,Williams, Michael D.,Schneberger, Scott L.,Wade, Michael,2009-05-31 This book provides a comprehensive understanding and coverage of the various theories models and related research approaches used within IS research Provided by publisher

**Managing Information in the Public Sector** Jay D White,2015-02-12 This first of its kind survey covers both the basics of information technology and the managerial and political issues surrounding the use of these technologies Unlike other works on information systems this book is written specifically for the public sector and addresses unique public sector issues and concerns The technical basics are explained in clear English with as little technical jargon as possible so that readers can move on to informed analysis of the public policy issues surrounding government s use of MIS This practical tool includes end of chapter summaries with bridges to upcoming chapters numerous boxed exhibits thorough end of chapter notes and a bibliography for further reading

**Computational Intelligence in Engineering and Project Management** Pedro Yobanis Piñero Pérez,Janusz Kacprzyk,Rafael Bello Pérez,Iliana Pérez Pupo,2024-02-19 This book is dedicated to all those interested in the application of artificial intelligence in engineering and project management Most of the jobs are focused on achieving agile project development New algorithms that combine various computational intelligence techniques

are applied in different areas of knowledge in project management In this book computational intelligence is presented as the branch of AI that encompasses various techniques aimed at simulating human tolerance in decision making processes in environments with uncertainty and imprecision Among the precursor techniques of computational intelligence are evolutionary algorithms artificial neural networks fuzzy set theory and fuzzy systems However other areas such as the rough set linguistic data summary natural language processing the conversational systems fuzzy cognitive maps collective intelligence the neutrosophic theory and other fuzzy logic extensions are contributing to the application and extension of computational intelligence The book is organized into three parts as shown below The first part constitutes a critical review of computational intelligence in project management The second part presents new computational intelligence techniques and their applications in project planning control and monitoring processes In particular the use of conversational systems and their applicability in the agile management of portfolio programs and projects stand out Part three of the book exemplifies the use of computing techniques with words and other computational intelligence techniques for organizational decision making The authors of the book stand out for their extensive experience in the development of basic and applied applications of computational intelligence The authors Janusz Kacprzyk Pedro Y Pi ero P rez Rafael E Bello P rez and Iliana P rez Pupo have published several books associated with artificial intelligence and computational intelligence applied to projects They continue working on fundamental oriented and applied research on different artificial intelligence techniques to help with decision making in different areas of knowledge Authors would like to thank all the engineers professors and researchers without whose efforts this book could not have been written     The 12 Pillars of Project Excellence Adil F. Dalal,2011-10-17 Asking tough questions about the current state of project management The 12 Pillars of Project Excellence A Lean Approach to Improving Project Results provides groundbreaking techniques to achieve excellence in project leadership that can result in six sigma type results or failure free projects It unveils novel solutions and breakthrough concepts including project culture analysis the five powers of project leadership the power of visualization™ the science of simplicity™ dynamic risk leadership and dynamic project failures analysis to help you chart the most efficient path to the pinnacle of project leadership Winner of a 2013 Axiom Business Book Award The author provides the cutting edge methods based on decades of personal practical experience valuable lessons learned and authoritative insights gained from leading over 300 projects to successful conclusions Complete with powerful tools for organizational and self assessment on the accompanying CD this book will not only transform your approach to project management but will also provide you with the tools to develop effective leaders and consistently achieve exceptional business results Some Praise for the Book a highly pragmatic guide to project management lays out the way of thinking that underpins success a book that everyone could benefit from Mikel J Harry Ph D co creator of Six Sigma provides the most significant contribution for leaders to mitigate project risks assure sustainable growth and guarantee survival Carlos Alberto Briganti general manager of Eaton Europe and

Japan 2001 2003 vice president of Eaton South America 2004 2007 one of the BEST books I have ever read on project leadership John Salazar CIO Department of Work Force Solutions former CIO of Department of Taxation program director Lockheed Martin project engineer Space Shuttle and Support Equipment Design *The Requirements Engineering Handbook* Ralph Rowland Young, 2004 Gathering customer requirements is a key activity for developing software that meets the customer's needs A concise and practical overview of everything a requirement's analyst needs to know about establishing customer requirements this first of its kind book is the perfect desk guide for systems or software development work The book enables professionals to identify the real customer requirements for their projects and control changes and additions to these requirements This unique resource helps practitioners understand the importance of requirements leverage effective requirements practices and better utilize resources The book also explains how to strengthen interpersonal relationships and communications which are major contributors to project effectiveness Moreover analysts find clear examples and checklists to help them implement best practices **Software Engineering Practice** Thomas B. Hilburn, Massood Towhidnejad, 2020-12-15 This book is a broad discussion covering the entire software development lifecycle It uses a comprehensive case study to address each topic and features the following A description of the development by the fictional company Homeowner of the DigitalHome DH System a system with smart devices for controlling home lighting temperature humidity small appliance power and security A set of scenarios that provide a realistic framework for use of the DH System material Just in time training each chapter includes mini tutorials introducing various software engineering topics that are discussed in that chapter and used in the case study A set of case study exercises that provide an opportunity to engage students in software development practice either individually or in a team environment Offering a new approach to learning about software engineering theory and practice the text is specifically designed to Support teaching software engineering using a comprehensive case study covering the complete software development lifecycle Offer opportunities for students to actively learn about and engage in software engineering practice Provide a realistic environment to study a wide array of software engineering topics including agile development **Software Engineering Practice A Case Study Approach** supports a student centered active learning style of teaching The DH case study exercises provide a variety of opportunities for students to engage in realistic activities related to the theory and practice of software engineering The text uses a fictitious team of software engineers to portray the nature of software engineering and to depict what actual engineers do when practicing software engineering All the DH case study exercises can be used as team or group exercises in collaborative learning Many of the exercises have specific goals related to team building and teaming skills The text also can be used to support the professional development or certification of practicing software engineers The case study exercises can be integrated with presentations in a workshop or short course for professionals Introduction to IT Project Management Cynthia Snyder PMP, Frank Parth PMP, 2006-10-01 Introduction to IT Project Management provides IT project

managers the practical tools needed to maintain daily operations while managing multiple projects This valuable reference helps IT project managers CIOs and project sponsors understand the IT project environment so that projects can be managed much more efficiently and successfully An instructor s guide is available

**Project Management** Marcus Schulz,Tinka Meier,2025-02-17 For years advocates of professional project work have stressed the growing shift towards project oriented work structures This has now become a reality in the daily routines of many employees and managers Consequently strong project management skills are becoming increasingly vital to business success Following the five project management phases of DIN 69901 2009 and supplemented by chapters on cross phase competencies and agile methods this book offers a clear and professionally sound presentation of the modernised ICB 4 0 framework effective from January 1 2024 Its structured content illustrated by a consistent project example not only guides readers but also ensures they are well prepared to meet the IPMA ICB 4 0 examination requirements This book equips anyone seeking to engage in professional project management with the knowledge and tools needed to successfully apply current best practices

*Effective Organizational Change* Einar Iveroth,Jacob Hallencreutz,2015-08-14 Organizations are constantly evolving and intelligent leadership is needed during times of transformation Change leaders must help people become aware of understand and find meaning in the new things which arise they must oversee a sensemaking process Addressing this need *Effective Organizational Change* explores the importance of leadership for organizational change based on sensemaking Combining a theoretical overview models and conceptual discussions rich with in depth examples and case studies this book uncovers what it is that leaders actually do when they lead change through sensemaking It presents the most current sensemaking research extends earlier work by developing the concept of landscaping and provides guidelines on how leaders can drive sensemaking processes in practice This book is for undergraduate postgraduate and MBA students of organizational change as well as managers embarking on change projects within their organizations

**Corporate Governance** Alan Calder,2008-03-03 Studies have shown that a company s share price is often linked to how well governed the company is providing board members with a strong financial incentive to maintain good corporate governance practices Yet what may constitute good governance will vary across different countries and companies and there is no one size fits all model of corporate governance *Corporate Governance* will help you to become familiar with the principles and practice of good governance appropriate to your company enabling you to uphold those standards that will improve your corporate reputation while providing reassurance to market regulators For directors of companies of all shapes and sizes this is essential reading and will answer all your questions on what good corporate governance means for you your company s reputation and its share price

**Information Technology Entrepreneurship and Innovation** Zhao, Fang,2008-05-31 It has become a widely recognized fact that entrepreneurs and information technology have become the backbone of the world economy The increasing penetration of IT in society and in most of industries businesses as well as the joining forces of entrepreneurship and innovation in the economy reinforce the

need for a leading and authoritative research handbook to disseminate leading edge findings about entrepreneurship and innovation in the context of IT from an international perspective Information Technology Entrepreneurship and Innovation presents current studies on the nature process and practice of entrepreneurship and innovation in the development implementation and application of information technology worldwide as well as providing academics entrepreneurs managers and practitioners with up to date comprehensive and rigorous research based articles on the formation and implementation of effective strategies and business plans

**Agile Project Management** Project Management Journal, 2013-06-26 The development of the Agile Movement whatever the area of application or discipline comes from the famous faster cheaper better maxim As such the agile manufacturing paradigm rests on four principles response to change and uncertainty supplying highly customized products synthesis of diverse technologies and intra enterprise and inter enterprise integration For the reader interested in agile project management applications response to changes and transformations and its impact on managing projects this book is a must read Various insights are covered including how to master complexity and changes in projects economy and society how interaction between the project management team and project owners can influence risk management how to move beyond the traditional mechanistic project management approach how to include agile principles into an improved Logical Framework Analysis structure what the impact is of agile principles on project management organizations what kind of innovative project management practice supports agile principles and much more

**Medical Informatics: An Executive Primer** Ken Ong, MD, MPH, Editor, **Business Technologies in Contemporary Organizations: Adoption, Assimilation, and Institutionalization** Haider, Abrar, 2014-10-31 As two areas of study that thrive on change and innovation the combination of electronic resources and corporation management presents many challenges to researchers and professionals as information is discovered and applied to existing practices Business Technologies in Contemporary Organizations Adoption Assimilation and Institutionalization investigates the reciprocal relationship between information systems and corporations in order to understand and assess the benefits of this partnership as technology continues to progress This publication is an essential reference source for researchers practitioners and students interested in the practical and theoretical implementation of information systems and electronic resources in corporations and firms

*Artificial Intelligence in Project Management and Making Decisions* Pedro Y. Piñero Pérez, Rafael E. Bello Pérez, Janusz Kacprzyk, 2022-04-07 This book presents new developments and advances in the theory applications and design methods of computational intelligence integrated in various areas of project management and BIM environments The chapters of the book span different soft computing techniques such as linguistic data summarization fuzzy systems evolutionary algorithms estimation distribution algorithms computing with words augmented reality and hybrid intelligence systems In addition different applications of the neutrosophic theory are presented for the treatment of uncertainty and indeterminacy in decision making processes Several chapters of the book constitute systematic reviews

useful for future investigations in the following topics linguistic summarization of data augmented reality and the development of BIM technologies It is a particularly interesting book for engineers researchers specialists teachers and students related to project management and the development of BIM technologies

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