

The 12 Challenges

Effort Management for Project Based Enterprises

Enterprises are expected to maximise the efficient use of their people.

This is often challenging, particularly for Project Based Enterprises (PBEs) like consultants, PMOs and contractors.

Outlined below are twelve challenges with effort management (EM) for PBEs.

1. EM data is naturally complex and can appear more like an inscrutable nugget and less like the multi-faceted crystal it needs to be.
2. The challenge of collecting EM data that must be complete, increases with the scale of the EM mission.
3. Estimating resource effort and task timing can be hard. Aligning and combining resource effort with task timing is far harder.
4. Project estimates can originate in many forms. A resource model must be based on only one.
5. Top down estimating can be fast yet inaccurate. Bottom up estimating can be thorough yet laborious. Count and calculate estimates are ineffective without historical productivity data.
6. The larger the sources of resources the smaller the comprehension of capacities.
7. The degree of cross functional effectiveness is proportional to the degree of cross functional communication and cooperation.
8. Projects are often resourced externally and communicating externally can be a burden.
9. Change is constant and accommodating constant change is arduous.
10. Complete awareness of EM challenges is uncommon, as are complete solutions.
11. Good EM is an orphan opportunity - as projects, function groups and 'corporate' cannot manage EM alone - and so don't.
12. There is little interest in 'being efficient', when 'effective' is good enough, particularly when profitability is adequate.