

Why Projects Fail: A Framework for Identifying Critical Gaps in Project Delivery

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Abstract - Project failure is a recurring problem all over the world. Both developed and developing countries are at risk of it. Even though there have been improvements in the ways of managing projects and the tools used to do so; many projects still do not meet the expected goals almost in terms of cost, time, scope, and quality. This paper focuses on the main reasons behind the failure of projects and constructs a theory for figuring out the most critical missing elements in project execution. Using a quantitative method, the study surveyed project management professionals to identify critical gaps in project delivery, relating from different industries to project management failures. Results show that factors such as communication failure, mis-estimation of project goals, neglecting risk management procedures, and lack of proper funding to name a few are the most frequent reasons of project failure. Besides, project outcomes are also highly dependent on organizational culture, governance structures, and external environmental factors. The aim is to equip managers with a framework that will help them find and fix gaps in project delivery system through proper planning, engaging stakeholders, and constant assessment of performance.

Keywords: Project Failure, Project Management, Delivery Gaps, Risk Management, Stakeholder Engagement, Project Performance

I. INTRODUCTION

Projects are key means for achieving organizational objectives, innovating, and producing value within different industries such as construction IT health, and public administration. Nevertheless, project failure is still an ongoing global problem. Many projects do not achieve their set goals, in many cases, running over budget, being late, or even not producing the expected outcomes.

The regular measurement of project performance has traditionally relied on the "iron triangle" of time, cost, and scope. Yet, recent arguments suggest that success should encompass satisfaction of stakeholders, outstanding results, and creation of lasting value. PMI (2019) reports that among the major causes of project failure are misalignment of project goals with the overall strategy of the organization and inadequate project governance structures. This points

to the fact that project failure goes beyond being just a technical problem and is a strategic and organizational one too.

One of the main reasons why projects fail is due to lack of proper planning and defining the project scope. Many times projects are launched without clear objectives, deliverables, or success criteria which results in confusion and misalignment among the stakeholders. Kerzner (2019) points out that poorly made project plans will set a project on the path to failure since they will affect the scheduling, budgeting, and resource allocation. Besides that, unrealistic expectations from project sponsors or other stakeholders can cause scope creep which is when additional requirements are introduced without making the necessary time or resource adjustments.

Besides that, poor communication and stakeholder management is another substantial reason why projects fail. Usually, projects require the involvement of several stakeholders who have different interests and expectations. If they are not engaged properly, the project may face misunderstandings, conflicts, and lack of support which can lead to failure. Muller and Turner (2017) say that the main factor for a successful project delivery is the project manager's capability to continuously communicate, manage relations, and synchronize stakeholders' expectations during the whole project. Project risk management is an element of the project delivery process that is commonly ignored, improperly handled, or addressed. Quite a few projects have been undone because of the poor identification, evaluation, and mitigation of potential risks. Hillson (2017) believes that preemptive risk management is indispensable for dealing with the unexpected and lessening their adverse consequences on project deliverables.

Besides internal factors, environmental conditions outside the control of a company, such as economic instability, regulatory changes, and technological disruptions, may also have an impact on project results. Companies working in a rapidly changing

environment ought to be flexible and resilient in order to deal with these challenges effectively. Not considering external factors may lead to project postponements, higher expenses, and lower standards. Since project failure is complex and has many facets, a thorough framework is needed that can pinpoint and deal with the deficiencies in project delivery. That framework should bring together the different aspects of project management, such as planning execution monitoring, and evaluation, and also take into account the human and organizational elements.

Therefore, this research intends to investigate the fundamental reasons for project failure and create a methodical model for spotting the main weaknesses in project delivery. Through this, it hopes to enhance the project management knowledge base and also offer useful tips for increasing the success of projects in various industries.

II. LITERATURE REVIEW

Conceptualizing Project Failure

Project failure, being a complicated and multidimensional concept, has undergone substantial changes in the project management literature. Time, cost, and scope, collectively known as the "iron triangle", have been the traditional criteria for measuring a project's failure. Nevertheless, recent authors believe that this definition is too limited and does not reflect the full spectrum of a project's results. The Project Management Institute (2019) pointed out that a project may be classified as a failure even if it technically meets the requirements, if it overall fails to generate value or satisfy stakeholders.

Kerzner (2019) points out the need to consider the entire picture when determining project failure, that is, taking into account both immediate performance measures as well as long-term impacts on the organization. This way of thinking is in line with the changing understanding that a project is not just an individual undertaking but an integral part of a bigger organizational and strategic environment. According to Muller and Turner (2020), failure is not limited to one area but can happen anywhere such as operational inefficiencies, strategic misalignment, and even with stakeholders. Thus, one must have a thorough project failure model that includes technical, human, and organizational dimensions.

Theoretical Perspectives on Project Failure

A number of conceptual models have been employed in the literature to indicate potential causes of project failure. Among the most widely recognized is the systems theory view that considers projects as systems of interacting components made up of inputs, transformations, and outputs. The proposition of this framework is that failure arises when there is a malfunction of one or more system components. For instance, Kerzner (2019) states that inadequate coordination among the project elements, i.e. resources processes, and the different stakeholders, can interrupt the functioning of the whole system and eventually result in failure.

Still, from a different angle, the contingency theory may also explain why some projects fail. It holds the view that whether a project succeeds or fails is contingent on the compatibility between project features and the management style. Muller and Turner (2020) maintain that there is no such thing as an invariably good project management method; rather, achieving success is a matter of matching strategies to particular project circumstances. This underscores the significance of being able to adjust and react during project execution.

Another theory that can throw light on the causes of project failure is the stakeholder theory. This perspective sees projects as being affected by the wishes and expectations of a range of parties, such as the client organizations, project teams, the sponsors, and even regulators. Inability to handle these relations in an effective manner is likely to cause disagreements, miscommunication, and can even lead to withdrawal of support. For this reason, engaging the stakeholders properly is considered to be highly instrumental in a project's success.

Key Causes of Project Failure

Poor Project Planning and Scope Definition

Insufficient planning is often identified as a top reason why projects fail. Good planning is about setting up clear project goals, identifying what is to be achieved and delivered, scheduling the work, and calculating the manpower needs. Unfortunately, a lot of projects are started on very sketchy or even completely unrealistic plans, which end up as a source of confusion and inefficiency when the job is being done. Kerzner (2019) points out that bad

planning causes a chain reaction that disturbs all the following phases of the project lifecycle.

One of the issues a lack of proper planning can lead to is scope creep, a situation where the project's requirements are continuously added to without the necessary adjustments being made to schedule, budget or manpower. Normally, this happens due to not having a scope clearly defined and having ineffective change management policies. According to Hillson (2017), exerting control over scope is very significant for keeping the project on track and avoiding waste of resources.

Ineffective Leadership and Project Governance

Leadership is a key factor in shaping the success of a project. Skilled project leaders are the ones who set the course of work, they inspire other people in the team, and at the same time make sure that everyone's work is in line with the big picture of the company. On the other hand, poor leadership might be responsible for bad decision-making, absence of follow-up, and the overall feeling of dissatisfaction among the members of the team. One of the two authors, Muller and Turner (2020), discuss that leadership styles have a great impact on the results of projects, especially in situations which are very complicated and change very quickly.

Just like leadership, project governance is a very important factor because it lays down the scaffolding and methods for making decisions and being responsible. The Project Management Institute (2019) states that poor governance models usually cause confusion about who is supposed to do what, and hence result in both postponements and altercations. Therefore, rigorous governance measures are a must if we want to have openness, good communication, and proper management.

Frameworks for Identifying Gaps in Project Delivery
Recently, there has been a growing interest in research on designing frameworks that facilitate the diagnosis and recovery of gaps in project delivery. Usually, such frameworks comprise a thorough examination of the project activities, starting from the initiation until the closing of the project, in order to point out possible deficiencies and aspects requiring enhancement.

According to the Project Management Institute (2019), a value delivery framework that underlines

the harmony between projects and business strategy is proposed. This framework stresses the role of governance, stakeholder involvement, and continual listening to performance, as elements that lead to the successful accomplishment of a project. In the same vein, Kerzner (2019) is in favour of a maturity model technique whereby companies evaluate their project management abilities and detect gaps not only in project management processes but also in skills and tools. This technique allows systematically raising project management capabilities and achieving higher levels of performance.

A further, less conventional option is to implement performance measurement systems that keep track of major KPIs like schedule variance, cost variance, and stakeholder satisfaction. Such systems offer project performance in real-time and allow the project team to spot problems even before they occur.

Failure of projects is always a big issue faced in project management as quite a lot of projects fail to perform as expected for meeting the objectives, budget and time. And Harold Kerzner (2019) believes "poor planning, lack of communication and stakeholders' mismanagement" are among the reasons of project failures.

Requirement Gap

The requirements gap is identified when the project requirements are unclear, incomplete or are evolving throughout the development stage. As suggested by Karl Wiegers and Beatty (2013) incomplete or unclear requirements often cause confusion and project delays as project teams are unclear as to what the end objective of the project is. In the same respect, Harold Kerzner (2019) identified that when project goals were not clear consensus then the scope of the project would expand and project budgets bloated.

Stakeholder Gap

Stakeholder gap has to do with the lack of agreement between the stakeholder and the project team. As explained by R. Edward Freeman (1984), "stakeholders work to have an impact on project performance, through their interests and decisions" and based on Bourne (2015), "lagging feedback, rehashing and constantly revisiting issues" are indicators of a weak communication and stakeholder management plan.

Documentation Gap

Documentation gap is when project decisions, requirements and changes are not well recorded. As stated by Tom De Marco (2013), documentation reinforces accountability and consistency in project implementation. Schwalbe (2016) also mentioned that inadequate documentation makes it hard to properly train new team members and it can cause confusion on project in project reviews. Requirement logs and decision records should be maintained for better project coordination.

Risk Gap

The risk gap is known as management failure of ant project risks that could incur in the future. David Hillson (2017) indicated that by planning ahead of possible uncertainties before they may develop into issues, productive risk management is promoted. Also, Paul C. Dinsmore (2014) pointed out that risk that had been overlooked lead to schedule slippage and surprises. Evaluation and control of uncertainty over time mitigate project performance course.

Empirical Evidence on Project Failure

Research from various sectors constantly show that the proportion of projects ending up as failures is quite high. As per the Project Management Institute (2019), a notable chunk of projects does not get to their target mainly due to bad planning, not involving stakeholders enough, and poor handling of risks. On their part, Muller and Turner (2020) state that the quality of leadership and the degree of stakeholder alignment ranked as the most important factors determining project success. In the same vein, Hillson (2017) offers proof that projects running risk management in a systematic way stand a good chance of meeting their objectives. Furthermore, Kerzner (2019) argues that companies with more advanced project management practices usually have successful project results. This is a clear indication that boosting organizational capabilities plays a major role in curbing project failure rates.

Synthesis of Literature and Research Gap

As deduced from the examined documents, project failure is indeed a complex phenomenon arising from the interplay of technical, organizational, and human factors. Though a lot have pinpointed the reasons behind project failure, an integrated framework which systematically highlights the critical gaps in project delivery is still wanting. A good number of the researches done are concentrating on single

factors and not the whole picture. Moreover, there are hardly any to emphasize the connection of these factors to hands-on frameworks which can be used by the project practitioners to identify and tackle the problems in project delivery. The paper intends to address the issue by elaborating a general framework that combines the major aspects of project management and offers practical suggestions for enhancing the project outcome.

III. METHODOLOGY

This work utilizes a quantitative research method to analyze the reasons for project failure and discover the most critical gaps in the delivery of projects. Quantitative approach was chosen because it leads to the organized gathering of the measurable data from the respondents, as well as the analysis of the patterns, relationships, and trends that are associated with project performance. Being different from the studies which are only conceptual, this method allows for the empirical confirmation of the key factors that lead to project failure and is in favor of a structured framework being built on real-world evidence.

3.1 Research Design

A survey research design, which through a structured questionnaire is collecting the data from the professionals in project management, is what this study is based on. Besides that, this design makes it possible to gather standardized information from a quite large number of the respondents, thus the ensuring of the results that are consistent and comparable. Then, the survey looks at identifying the level to which different factors such as planning communication leadership, risk management, and resource allocation influence project failure.

3.2 Population of the Study

Project management professionals is the target population of this study which includes project managers, site engineers, consultants, and team members working in the fields such as construction, information technology, and public sector projects. These persons are picked out because of their project-related involvement being direct.

3.3 Sample Size and Sampling Technique

To offer sufficient representativeness and statistical credibility, the study chooses a sample size of 100 participants. Project delivery knowledge, experience,

and commitment are just some of the criteria set for potential participants of the study. This method of sampling, termed purposive sampling, is especially appropriate when the focus is on experts rather than the entire population.

3.4 Data Collection Methods

The chief source of data for the study is primary data. Primary data are gathered mainly via the distribution of questionnaire surveys. To complement the analysis and situate the findings within a broader context, the researcher will also refer to secondary data such as literature, journals, and reports.

3.5 Data Analytical Techniques

The data gathered through the questionnaire will be subjected to various descriptive statistical methods. Here are some of them:

Frequency distribution

Percentages

Tables

These will be employed to provide a concise summary of respondents' views and to detect major

factors responsible for project failure. The findings will be displayed in tables, and subsequently, there will be quite a detailed explanation.

3.6 Validity and Reliability of Instrument

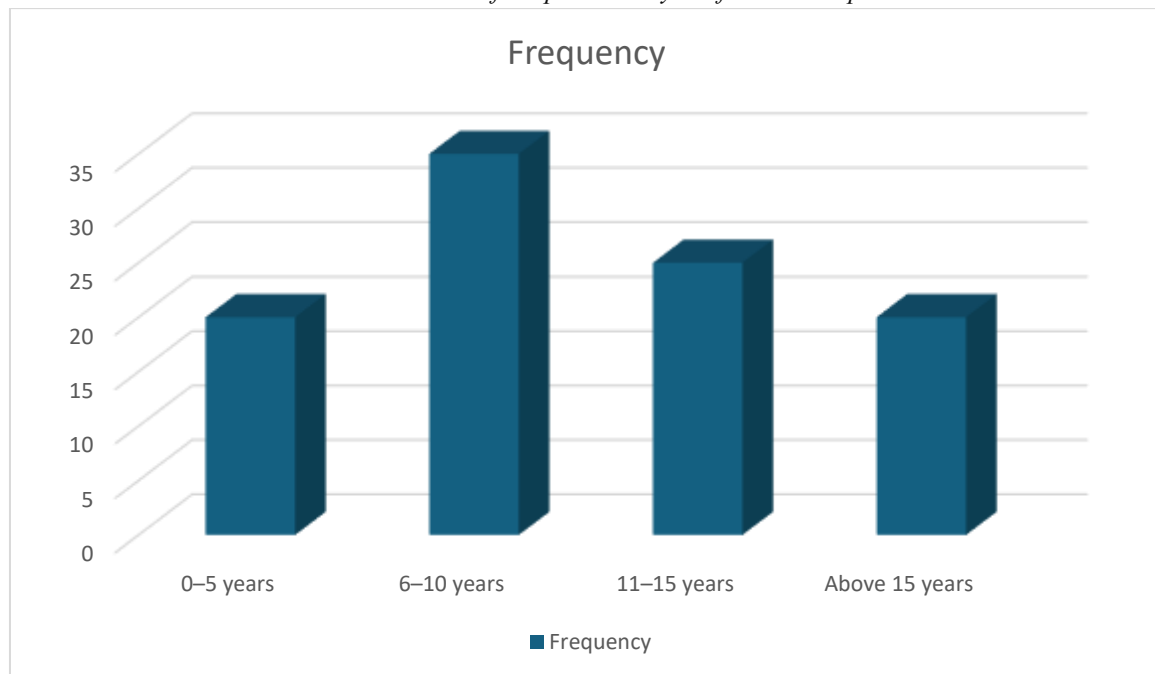
Firstly, the questionnaire's validity is proven by the fact that it is developed based on the theoretical foundation and the instrument is sent to project management professionals for review.

IV. FINDINGS AND ANALYSIS

This part of the study shows the thorough examination of the data that was gathered from a survey of project manager experts. 100 respondents' answers made up the analysis, and the outcomes are shown first with tables of frequency and percentage and then with detailed interpretations. The purpose of the findings is to discover the key issues in project delivery and to clarify the role of these issues in the failure of the projects.

4.1 Demographic Characteristics of Respondents

Table 4.1: Distribution of Respondents by Professional Experience

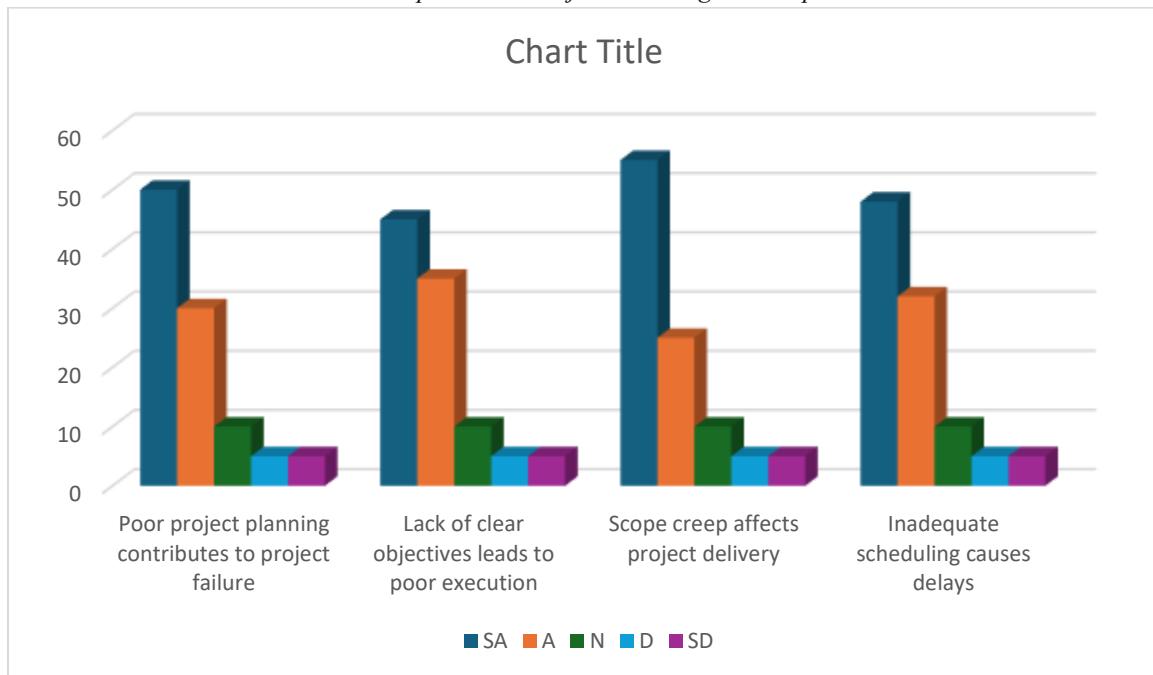


According to the table, a sizeable chunk of the participants (35%) have been working for 6 to 10 years, so it is the largest group of people who have some experience and still actively participate in the delivery of projects. Moreover, 45% of participants

are experienced staff of 10 years and more, so this data probably comes from quite experienced people. This makes the results more trustworthy since the respondents have most probably dealt with many issues and failures of projects in their working lives.

4.2 Project Planning and Scope Management

Table 4.2: Responses on Project Planning and Scope Issues

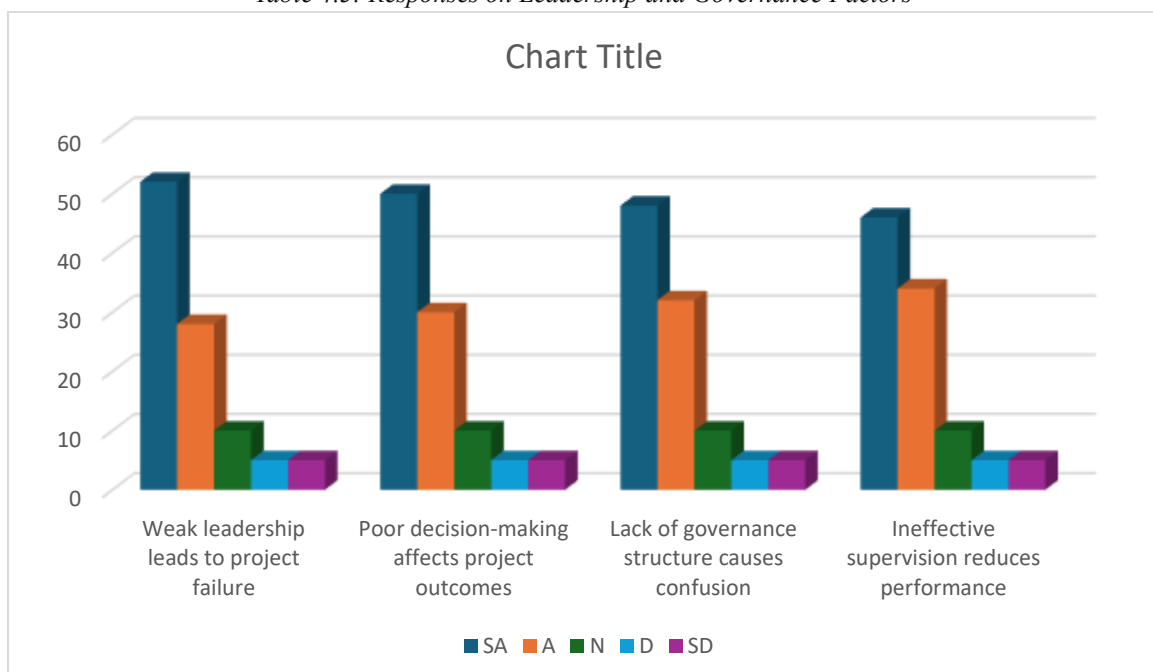


The results show that respondents largely agree that project planning and scope management play major roles in the success of a project. Altogether, 80% of those surveyed are very sure or quite sure that bad planning is a big cause of project failure. On the other hand, almost all the respondents (80%) agree that scope creep is a problem that leads to bad results for a project. These data support the statement of Kerzner

(2019) that poor planning results in a weak basis for project implementation, followed by inefficiencies and eventual failure. The fact that most people agreed also means that probably a lot of organizations are not giving enough time and resources for planning, which leads to a higher chance of project interruptions.

4.3 Leadership and Governance

Table 4.3: Responses on Leadership and Governance Factors



Leadership and governance are major determinants in the success or failure of a project. Fifty percent of respondents think that the level of leadership has a great impact on a project, whether negative or positive. Poor leadership was made out to be the main reason for the failure of 80% of the projects, the frequency with which the managers were not capable or not willing to take the lead. The results have also shown that weak governance systems have led to role

ambiguity and vague responsibility, resulting in inefficiencies and delays. These results mimic those of Muller and Turner (2020), who state that the qualifications of a leader and a good governance framework are two of the most important factors for ensuring accountability and effective decision making. The uniformity of responses to all the statements shows that problems related to leadership are common to various sectors.

4.4 Communication and Stakeholder Management

Table 4.4: Responses on Communication and Stakeholder Issues

Statement	SA	A	N	D	SD
Poor communication leads to project failure	55	25	10	5	5
Lack of stakeholder involvement affects success	50	30	10	5	5
Stakeholder misalignment causes conflicts	53	27	10	5	5
Ineffective information flow delays progress	52	28	10	5	5

The data clearly shows that communication breakdown and poor stakeholder management rank very high among the critical gaps in project delivery. As many as 80% of respondents agree that lack of effective communication results in project failure. Correspondingly, stakeholder misalignment is pinpointed as the major cause of conflicts and delays.

These results lend credence to Muller and Turners (2020) thesis that communication stands as a primary factor in the achievement of project success. According to the study, companies should focus on establishing clear communication lines and keeping stakeholders regularly engaged in the project to prevent misunderstandings and guarantee alignment.

4.5 Risk Management

Table 4.5: Responses on Risk Management

Statement	SA	A	N	D	SD
Failure to identify risks early negatively affects project success	45	33	11	7	4
Inadequate risk response plans contribute to poor project performance	50	27	9	8	6
Ineffective monitoring of project risks results in implementation delays	43	35	12	6	4
Dependence on reactive rather than proactive risk management lowers project efficiency	48	30	10	7	5

From the table, majority of the respondents agree that failure to properly manage risk will lead to failure of projects. For the statement failure to identify risk during the early stages of a project will negatively affect the success of a project, 45 respondents strongly agreed while 33 agreed with the statement. This means majority of respondents view the early identification of risks has an impact on project success.

effective response plans is crucial in reducing project uncertainty. Also, 43 indicated strongly agreed and 35 agreed that lack of monitoring project risks effectively causes delays to project implementation. Meaning there is need for regular monitoring and reviews of risks to eliminate anticipated obstacles that could cause delays to implementation of projects. Finally, most of the respondents also believed that the project efficiency is decreased with reactive risk management instead of.48 Respondents strongly agreed and 30 Respondents agreed with this statement. This result shows that proactive project risk management is more effective than reactive risk

On top of that, finding the result enlightened that less effective risk response plans will lead to less effective project performance (50 respondents strongly agree and 27 respondents agree). Evidently, the use of

management, i.e. only taking action after problems occur.

4.6 Resource Allocation

Table 4.6: Responses on Resource Allocation

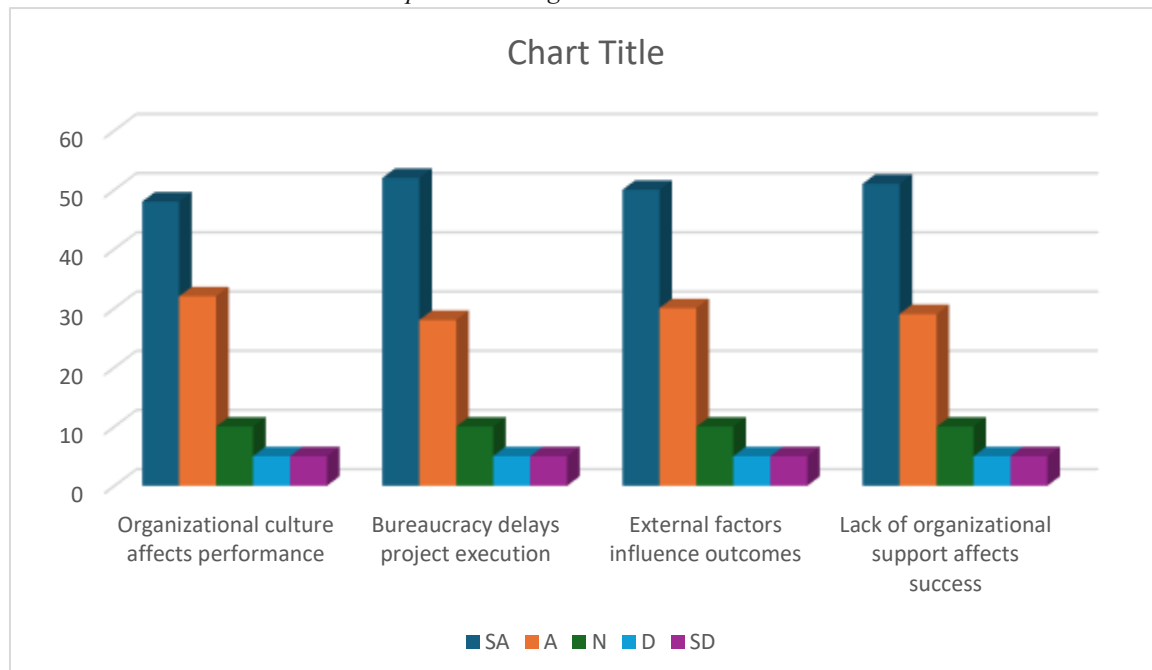
Statement	SA	A	N	D	SD
Inadequate funding negatively affects project completion	53	25	9	7	6
Poor allocation of human resources reduces project efficiency	48	32	11	5	4
Lack of competent personnel contributes to project failure	51	29	8	7	5
Insufficient supply of materials delays project execution	46	34	10	6	4

From the table, the impact of resources in the project performance and completion is evident since on statement: lack of funds adversely affects effective completion of the project, 53 (strongly agreed) 25 (agreed). This shows that most of the respondents feel that resources must be available for the project to be effectively completed. And, 48 respondents strongly agreed and 32 agreed that too many or too few of human resources allocated to the project were not the right human resources, which decreased productivity. It means that it's also essential to consider how much or what kind of human resources need to be allocated on the project.

Equally, 51 participants strongly agreed with and 29 participants agreed that ineffective resource management may significantly contribute to project failure. So the availability of skilled and experienced labor force is vital for successful project execution and overall management. Another significant aspect is that the statement that 'lack of proper resources like inadequate funding, unavailability of required materials on time and unavailability of trained personnel delays project execution' was strongly supported by respondents where 46 respondents strongly agree and 34 agree. The conclusion from this result confirms that proper resources are necessary for successful project management.

4.7 Organizational and External Factors

Table 4.7: Responses on Organizational and External Factors



Organizational and external factors are also major contributors to project failure. Slow decision-making in project management and non-commitment of the organization are cited as the key barriers resulting in inefficiency in project delivery. Apart from that,

external factors like economic and regulatory changes are also influencing the level of success of the projects. The findings of this study indicate that there is a need to develop facilitating organizational climates and continuously adapt to external

environment. The findings align with the existing studies, which point out the influence of organizational culture and external environment on project success.

4.8 Requirement Gap

Table 4.8: Responses on Requirement Gap Issues

Statement	SA	A	N	D	SD
Unclear project requirements lead to confusion in execution	50	30	10	6	4
Incomplete requirements cause project delays	48	32	10	5	5
Changing requirements affect project scope and delivery	52	28	10	6	4
Lack of clear objectives increases project cost and inefficiency	46	34	10	5	5

The result indicates that there is a considerable agreement among the respondents that requirement gaps have a detracting effect on a project performance. More than 50% of the responses combined in the "Strongly Agree" and "Agree"

choices, which corroborates that unclear/Incomplete and mostly evolving requirements could bring confusion, scheduling, and escalation in cost. The negligible level of objectivity reinforces these perceptions.

4.9 Stakeholder Gap

Table 4.9: Responses on Stakeholder Gap Issues

Statement	SA	A	N	D	SD
Lack of stakeholder agreement affects project success	53	27	10	6	4
Poor stakeholder communication leads to project delays	50	30	10	5	5
Stakeholder conflicts reduce project performance	52	28	10	7	3
Inadequate stakeholder engagement results in poor decision-making	54	26	10	5	5

Results suggest a very high level of consensus that the decisions and actions of stakeholders adversely affect projects. The majority strongly agree that ineffective communication, misalignment and lack of commitment result in time overruns and

underperformance. Average levels of disagreement are not high which highlights the importance of stakeholder management in making quality decisions and avoiding poor project performance.

4.10 Documentation Gap

Table 4.10: Responses on Documentation Gap Issues

Statement	SA	A	N	D	SD
Poor documentation leads to confusion in project execution	51	29	10	6	4
Lack of proper records affects accountability in projects	53	27	10	5	5
Inadequate documentation makes training of new staff difficult	49	31	10	5	5
Missing documentation causes errors in project review and evaluation	52	28	10	6	4

The analysis shows that respondents agree largely that documentation gaps affect project implementation. The extent of agreement indicates that poor documentation affects tracking relationship replacement in project evaluation, makes monitoring and communication difficult and makes training difficult. The consistency of these responses emphasizes the importance of proper documentation, to maintain continuity, transparency and effective project monitoring.

This research project has taken a fresh look at the problem of project failure. Instead of just scratching the surface, this study conducted a deep dive to uncover major gaps in project delivery and propose ways to fix them using a systematic method. The evidence presented to readers clearly indicates that project failure does not occur because of a single factor, but it is in fact the meeting of a convergence of multiple deficiencies covering various human flaws in project management. These deficiencies include very poor planning, lack of leadership, ineffective communication, very little knowledge of risk management, resourcing trouble and lack of

V. CONCLUSION

subject support or unfavorable grant conditions. The main finding of the research is that, quite a few companies still do not realize the importance of the first steps, i.e. that project planning and determination of the scope are things that cannot be ignored. The data have revealed that fuzzy goals and incessant changes in scope bring about the breakdown of the healthy flow of a project, thus delays occur and expenses increase. This also proves Kerzner's (2019) statement that a project without thorough and realistic planning is destined to failure at the outset. The research paper additionally draws attention to the major impact of leadership and governance on project delivery. Skilled leadership backed up by clearly articulated governance is a must for good and timely decision-making, work coordination, and accountability. According to the authors, projects fail most of the time when there is no strong leadership present or when the chain of command and distributed responsibilities remain unclear.

Another key finding is communication and stakeholder engagement being central to the project. The research shows that failures in communication and lack of alignment among stakeholders are the main factors that contribute to project failures. Projects engage with a variety of stakeholders who can be a source of both support and conflict. Poor management of these relationships without communication leads to conflicts and misunderstandings. More than ever, this highlights the importance of keeping communication open and honest at all times during the project.

The research further points out that risk management is still not fully utilized in many enterprises. Since projects are subject to change and uncertainty, it is only reasonable to expect that the practitioners, in most cases, will resort to fire-fighting mode rather than being consistently prepared. This, in turn, leaves the doors open for changes which in most cases, would be very problematic since they have not been foreseen. Not unlike that, problems arising from the lack of resources, i.e. insufficient budget, unavailability of skilled staff, and ineffectiveness in allocation, among others, are all adding to the difficulties of the project.

Besides, it was also revealed that project results were influenced significantly by both the organizational culture and factors from the external environment.

Internal red tape, shortage of institutional support, and external factors like economic conditions and regulatory changes are the main obstacles of project failure. Hence, they emphasize the necessity to switch to flexible and adaptive strategies. All in all, the research states that one way to raise project success levels is by implementing an all-encompassing integrated framework that not only deals with the technical issues but also the human factors. Even after all these years, failure in projects is still prevalent in many industries, indicating that the existing solutions are disjointed, and not enough. Consequently, companies can no longer afford to rely on piecemeal changes and should implement thorough strategies that are consistent with planning execution monitoring, and stakeholder engagement.

VI. RECOMMENDATIONS

Here are some suggestions that have been derived from the results and discussions of this research:

Enhancing Project Planning and Scope Definition
First of all, organizations should give their first priority to detailed project planning. This includes setting clear project goals outputs schedules, and resource needs. Besides, project scope management mechanisms should be enhanced to avoid any accidental extension or change of the scope and to allow that any change be subjected to proper consideration and approval. Besides, the implementation of a set of procedures and techniques for project planning, such as those put forward by PMI, can make a big difference to one's planning proficiency.

Strengthening Leadership and Governance Structures
Besides interpreting the project objectives and challenges, project leaders must engage their teams and other stakeholders through meaningful communication and inspiration. Hence, developing leaders is more than training the project managers one may hire; it necessitates awareness and skills-building among everyone involved in first-line, middle, and senior-line leadership. Along with the formal organizational structure, which is only a skeletal framework, the social-political leadership process must be aimed at ensuring that the organization moves in a consistent and productive manner, notwithstanding shifting courses, differences of opinion, and conflict.

Improving Communication and Stakeholder Engagement

Meeting and including stakeholders should be thought of as an ongoing process, not a one-off event. As a result, a stakeholder register should be created and maintained, and a stakeholder engagement plan prepared to periodically communicate and review relationships. A communications plan should be created to identify the stakeholders, their requirements, and the communication methods that will be used. A schedule of communication events should include regular progress meetings with, for example, the project working group, steering committee, sponsor etc.; brief progress reports; and status presentations with visual aids. All communication should be clear, consistent, and timely.

Adopting Proactive Risk Management Practices

To embed risk management as a fundamental part of project management, it is essential for organizations to integrate it at every phase of the project lifecycle. This allows them to identify potential risks at the earliest stage, analyze the severity of those risks, and prepare countermeasures. Risk management is better considered as a persistent activity rather than a single event. In this regard, risk management software and methodologies can be of great help in forecasting risk scenarios and ensuring a quick response to them.

Optimizing Resource Allocation

Project success hinges on effective resource management. Ensuring that enough money is set aside, bringing in qualified people, and distributing resources in line with project priorities are steps taken by organizations. Resource management tools can assist in tracking usage and identifying areas where there might be a slowdown in work. Besides that, training programs should be carried out periodically to upgrade the capabilities of the project team.

Promoting Supportive Organizational Culture

It is imperative that organizations establish a culture that supports collaboration, originality, and responsibility. Lessening bureaucratic red tape and fostering open channels of communication are among the ways of improving project results. Furthermore, leaders ought to make sure that project members get enough encouragement and are recognized frequently, as this leads to higher levels of motivation and output.

Adapting to External Environmental Factors

Since external factors significantly affect project results, organizations should be geared to implement flexible and adaptive approaches. This means keeping an eye on the economic, political, and regulatory aspects and changing project schedules accordingly. Through scenario analysis and backup measures, organizations are better prepared to deal with unexpected situations arising from the external environment.

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