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# PROJECT MANAGEMENT, DENIAL, AND THE DEATH ZONE

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Lessons from Everest  
and Antarctica

**Grant Avery,** MBA, PMP

Foreword by Sir Ranulph Fiennes



# Project Management Denial And The Death Zone Lessons From Everest And Antarctica

**Grant Avery**



## **Project Management Denial And The Death Zone Lessons From Everest And Antarctica:**

*Project Management, Denial, and the Death Zone* Grant Avery, 2015-10 Today less than a third of projects deliver their specified business benefits on time and within budget Nearly 20% of all projects fail outright and under delivery of benefits on the average project is as high as 50% Acutely aware of this and without understanding the root causes of the problem organizations are busy advancing capabilities and investing in methodologies and processes that increase complexity but just deliver more failure Using examples and lessons learned from high risk environments where the price of project failure is death this innovative and captivating guide provides powerful insights into the root causes of project failure and how to manage them This essential reference for business leaders portfolio owners project and program managers business analysts and risk managers explores the drivers of risk in projects the relationship between our ambitions and our abilities and provides pragmatic real world solutions to this constancy of project failure that readers can apply directly to their organization

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**Project Management in Extreme Situations** Monique Aubry, Pascal Lievre, 2016-12-12 The growing complexity of projects today as well as the uncertainty inherent in innovative projects is making obsolete traditional project management practices and procedures which are based on the notion that much about a project is known at its start The current high level of change and complexity confronting organizational leaders and managers requires a new approach to projects so they can be managed flexibly to embrace and exploit change What once used to be considered extreme uncertainty is now the norm and managing planned projects is being replaced by managing projects as they evolve Successfully managing projects in extreme situations such as polar and military expeditions shows how to manage successfully projects in today's turbulent environment Executed under the harshest and most unpredictable conditions these

projects are great sources for learning about how to manage unexpected and unforeseen situations as they occur This book presents multiple case studies of managing extreme events as they happened during polar mountain climbing military and rescue expeditions A boat accident in the Arctic is a lesson on how an effective project manager must be ambidextrous on one hand able to follow plans and on the other hand able to abandon those plans when disaster strikes and improvise new ones in response Polar expeditions also illustrate how a team can use weak links to go beyond its usual information network to acquire strategic information Fire and rescue operations illustrate how one team member's knowledge can be transferred to the entire team Military operations provide case material on how teams coordinate and make use of both individual and collective competencies This groundbreaking work pushes the definitions of a project and project management to reveal new insight that benefits researchers academics and the practitioners managing projects in today's challenging and uncertain times

Leading High-risk Projects Grant Avery, 2016 Complexity and risks are a growing challenge for project managers globally The failure rate of complex projects is high This paper explains what servant leadership is exploring its origins and overviewing Van Dierendonck's six characteristics of the servant leadership model Colonel John Hunt the leader of the successful 1953 Mount Everest expedition is presented as an example of what servant leadership looks like in a high risk project context Hunt's behaviours and thinking styles are examined and lessons for high risk projects such as ICT enabled business change projects are drawn

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