



CVISN Guide to Program and Project Planning

POR-99-7188
Baseline Version 1.0
November 2001

Top 10 Reasons Not to Plan

#10. “You can’t plan new development; things change.”

A plan is a record of what you were thinking at the time you wrote it. Later when that thinking has changed, you can better reshape the work product and assess its effects on schedule and cost.

#9. “No one reads the plan.”

The process of preparing and having the team review/concur with the plan is arguably more valuable than the plan itself.

#8. “We’re more efficient the less management we do.”

Customers expect management products that instill confidence, and provide feedback and control mechanisms until the technical products are finally delivered.

#7. “It’ll be done when it’s done.”

Maybe we can’t say for certain when it will be done, but at least we can agree on a defined series of activities that have to happen.

#6. “It’ll cost whatever it costs.”

There are management decisions to be made which trade off among cost, schedule, and product performance.

#5. “We cannot afford the time and money to plan.”

The savings that result from good planning are often hidden in events that didn’t happen, such as delays, additional staff, and extra meetings to resolve problems.

#4. “Plans just tie my hands and slow down change.”

Plans focus energy.

#3. “Just give us the money!”

Let’s agree on cost, schedule, and technical performance first.

#2. “If only we got rid of the bean counters.”

We operate in a regulated environment; informed bean counters are less troublesome than misinformed bean counters.

#1. “We don’t need a plan”

You’ll wonder how you ever got along without one!