

Project Recovery: Diagnosis, Strategy and Prevention - 3 Days

Course 921 Overview

You Will Learn How To

- Develop an effective framework to recover failing projects
- Plan and perform an objective assessment of the project status
- Create the recovery plan to get the project back on track
- Integrate the recovery plan into the existing project environment
- Monitor and evaluate the recovery plan to ensure success
- Effectively close the project and leverage the lessons learned

Course Benefits

Every organisation has projects that are behind schedule, over budget or failing to meet stakeholder expectations. Project managers who have the critical skills to effectively analyse and determine appropriate solutions to address troubled projects are more equipped to lead these projects to successful completion. This course provides the tools, techniques, best practices and checklists to develop an assessment and recovery strategy for troubled projects.

Who Should Attend

Project managers and team members who want to learn how and why projects fail, and how to recover projects in trouble. Project management knowledge at the level of Course 296, "Project Management: Skills for Success", is assumed.

RealityPlus

An ongoing case study throughout this course offers experiential activities that allow you to identify the causes of failing projects and effective strategies for recovery.

- Determining the root causes of project failure
- Creating an assessment plan
- Extracting key information from project documentation
- Applying recovery techniques to address stakeholder concerns
- Writing an assessment report
- Building a recovery plan
- Introducing the recovery plan into your project environment
- Monitoring the recovery plan with checklists, templates and job aids
- Capturing and integrating lessons learned for organisational benefit

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Course 921 Outline

Why Projects Fail

Diagnosing root causes

- Determining early warning signs
- Highlighting key areas of concern

Applying project management concepts

- Linking failure points to the project life cycle
- Applying the five Ws to the baseline project charter

Structuring an Assessment Plan

Organising an approach

- Focusing resources appropriately
- Optimising probability for project success

Leveraging the recovery life cycle road map

- Structuring the recovery process
- Establishing a decision-making framework
- Recommending options: recover, pause or terminate

Analysing Project Data and Status

Capturing the right information

- Identifying the appropriate data source
- Schedule
- Budget
- Quality
- Risk
- Personnel

Extracting data for analysis

- Interviewing individuals and groups
- Performing documentation review

Applying analytical techniques

- Interpreting existing documentation
- Performing Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis
- Reviewing objectives for Specific, Measureable, Achievable, Relevant, Time-bound (SMART) criteria
- Detecting trends in your information
- Observing and evaluating team dynamics, roles and responsibilities

Writing and presenting the report

- Stating the problem and determining options
- Securing a decision from the stakeholders

Adjusting the Parameters to Ensure Control

Refocusing the project team

- Ensuring correct team composition
- Bringing the team together
- Fully engaging the project sponsor

Aligning product and schedule

- Determining minimum success criteria
- Establishing time parameters
- Estimating expected level of change
- Modifying quality as appropriate

Re-establishing project controls

- Validating project tracking and change control
- Implementing the risk management process
- Reactivating the issues and action register
- Confirming the detailed schedule with meaningful milestones

Accepting the recovery plan

- Confirming the completeness of the recovery plan
- Presenting the recovery plan to stakeholders
- Obtaining authority to proceed

Implementing the Recovery Plan

Effective control management

- Adhering to the schedule
- Tracking change, issues and action
- Monitoring quality to ensure product functionality
- Managing risk to maintain project stability
- Actively communicating project status

Monitoring team performance

- Diagnosing team status
- Maintaining positive morale
- Confirming resources are properly allocated
- Tracking team productivity

Proactively managing stakeholders

- Confirming expectations and acceptance criteria
- Keeping stakeholders up to date
- Insulating team from outside pressures

Applying Strategies to Future Projects

Establishing ongoing process improvement

- Continuous capturing of key learning points
- Updating your early warning checklist

Enhancing personal and organisational performance

- Highlighting key events to avoid future pitfalls
- Documenting benchmarks for improvement
- Articulating advantages for your organisation