

Rescuing Troubled Projects

Because each project is unique, there is always an element of uncertainty in project management. Projects can and do get into trouble and many companies are faced with turning around projects that are either way behind schedule, over budget or just chasing their tails because they simply do not know what to do.

Course Overview

This one-day, practical course will provide the student with an approach to assessing the current state of a troubled project and how to get it back on track again. Great emphasis is placed on how to detect if a project is heading for danger so that corrective actions can be taken before matters get out of hand.

For whom is this course suitable?

This course is aimed mainly at project managers, but it will be of interest to anyone who is responsible for the success of a temporary endeavour that is to produce a unique product, service or result.

Learning Outcomes

At the end of this course, the student will be able to:

- Define what a troubled project is
- Identify the principal causes of project failure
- Create reporting mechanisms that flag variances in the triple constraints clearly
- Perform Root Cause Analysis
- Apply the Rapid Assessment and Recovery Model
- Carry out a project assessment, paying particular attention to areas such as scope, schedule, quality, HR, communications, risk and procurement
- Evaluate alternative approaches to recovery using the Constraint Flexibility Matrix
- Create an acceptable recovery plan

Course Content

- Troubled project definition
- Limits on recovery
- The main causes of projects getting into difficulties
- Detecting projects heading for trouble
 - Status reporting
 - Leading indicators
- Root cause analysis
 - Five step process
 - Illustrated using case study example of a troubled project
- The Rapid Assessment and Recovery Model
 - Another five step approach

- Define Recovery Charter
- Develop Assessment Plan
- Carry out Assessment
 - Base recommendations on the Constraint Flexibility Matrix
- Develop Recovery Plan
- Conduct Recovery
- Course review and wrap-up