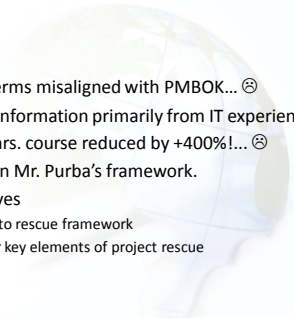



Introduction to Project Rescue: Avoiding a Project Management Disaster

Feb/2010

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NOTICE

- Some terms misaligned with PMBOK... ☹
- Source information primarily from IT experiences... ☹
- A full 8hrs. course reduced by +400%!... ☹
- Based on Mr. Purba's framework.
- Objectives
 - Intro to rescue framework
 - Cover key elements of project rescue

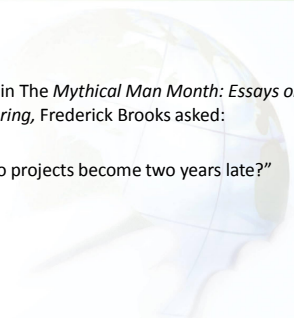

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Agenda

- Intro
- Project Rescue Intro & Framework
 - Recognizing the Warning Signs
 - Four-Phase Intervention Framework & Framework Deliverables
- Key artifacts & general tips

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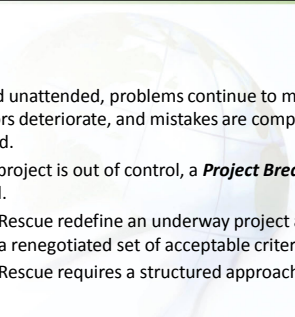



Trivia

- In 1975 in *The Mythical Man Month: Essays on Software Engineering*, Frederick Brooks asked:

"How do projects become two years late?"



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Intro

- If leaved unattended, problems continue to multiply, team behaviors deteriorate, and mistakes are compounded and repeated.
- Once a project is out of control, a **Project Break Point** is reached.
- Project Rescue redefine an underway project and deliver against a renegotiated set of acceptable criteria.
- Project Rescue requires a structured approach.


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Project Rescue Intro & Framework

- Recognizing the Warning Signs
- Four-Phase Intervention Framework

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Recognizing the Warning Signs

Recognizing Projects in Trouble

- Telltale Symptoms
 - Missing Project Deadlines
 - Repeatedly? What makes you think this behavior is going to change?
 - **TODO:** 80-Hour rule, value-based.
 - Changing Requirements
 - How often? Different types of changes (CAAR)?
 - **TODO:** Change Management process. Set expectation of possible new releases. Always talk about cost, benefit, and impact.

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Recognizing the Warning Signs

Recognizing Projects in Trouble

- Telltale Symptoms
 - Project Completion Is Stuck at 90% Done
 - Complexity of the remaining 10%?
 - Pay attention to: 1) % value does not change, 2) sudden deceleration in % complete, 3) % completed goes down
 - **TODO:** The best Progress Reporting System
 - Excessive Quality Problems
 - **TODO:** Define expectations and assurance processes
 - Unknown Factors (Risks)
 - **TODO:** Review high scorers. Ensure no GIGO!

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Recognizing the Warning Signs

Recognizing Projects in Trouble;

Some Common Project Troubles plus their typical Source

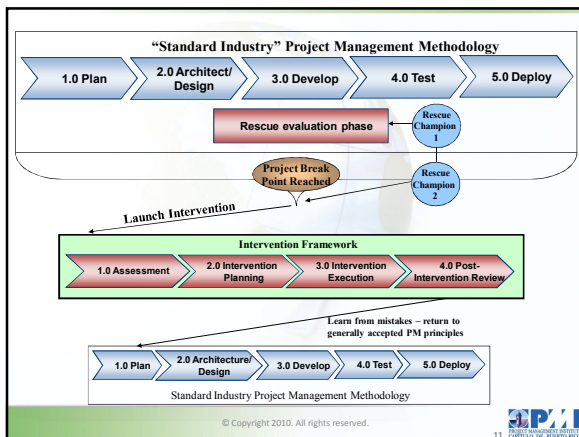
Category	Potential Problem	Common Source
Requirements	Lack of clarity & priority or ambiguous	Lack of requirements elicitation, business analysis and requirements management.
Timelines	Too tight, unrealistic, overly optimistic	Letting other pressures and wishful thinking drive the schedule.
Resources	Lack of skills, over allocated.	The best ones are always busy, no plan to improve others, poor resources management across the enterprise.
Methodology	Inappropriate, incorrectly applied, no quality built in.	Enterprise immaturity, poor judgment or common sense when applying, lack of process flexibility.

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Four-Phase Intervention Framework

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Four-Phase Intervention Framework



Objective: Investigate the project background and analyze the current status.

Remember: active listening, investigate, verify, test, and confirm

Objective: Identify actual & create new critical path. Revise project documentation & create a new set.

Remember: Make decisions. Build consensus within decision-makers. Lead. Encourage.

Objective: Ensure new plan is properly executed and constantly adjusted.

Remember: Check status daily or several times a day. Communicate. Stay on the critical path. Manage issues aggressively.

Objective: Return control. Share lessons learned, celebrate and move quickly to next step.

Remember: Learn and growth. Don't blame. Celebrate success.

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Four-Phase Intervention Framework

- Phase 1.0: Assessment
 - Major activities: Document gathering, interviews, review, assessment.
 - Critical Skills: Analytical, Interpersonal
 - Five (5) Sub-phases:



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Framework Deliverables

Key Project Rescue Deliverables

- Phase 1: Assessment Deliverables
 - Project Charter
 - How the objectives map to the vision?
 - Organizational Chart
 - Clarity around the roles and responsibilities and reporting relationships?
 - Project Plan
 - Review original project dates
 - Business Objectives
 - Business impact / value? Achievable?

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Framework Deliverables

Key Project Rescue Deliverables

- Phase 1: Assessment Deliverables
 - Business Case
 - describes the business need
 - Business Requirements
 - inconsistencies, vagueness, and ambiguities?
 - Risk Assessment
 - examine strategies defined vs. actual
 - Quality Plan
 - too rigid or too few quality requirements?

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Framework Deliverables

Key Project Rescue Deliverables

- Phase 1: Assessment Deliverables
 - Acceptance Criteria
 - clear and related to the business requirements.
 - Status Reports
 - how the project was being tracked?
 - Meeting Minutes
 - Formal and informal
 - Issue Log
 - Kind of? Timely managed?

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Four-Phase Intervention Framework

- Phase 2.0: Intervention Planning
 - Major activities: analyze, plan, communicate, update.
 - Guidelines for intervention:
 - Past is relevant. Avoid same problems.
 - Take a minimalist approach
 - What is the most important performance metric?
 - What is needed by the business to move forward?
 - What items provides the maximum value?
 - Critical skills:
 - Negotiation -> focus; persuade at all levels
 - Organizational -> detailed plan, daily tracking
 - Problem solving -> deduce underlying problems

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Four-Phase Intervention Framework

- Phase 2.0: Intervention Planning
 - Four (4) Sub-phases:



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Framework Deliverables

Key Project Rescue Deliverables

- **Phase 2: Intervention Planning Deliverables**
 - Rescue Approach
 - The Rescue Charter
 - Prioritized Functionality
 - Analyzed with sponsor and key stakeholders
 - Rescue Project Plan
 - At least, monthly and daily view.
 - Architecture / Design
 - Analysis and Models
 - Object models, story boards

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Four-Phase Intervention Framework

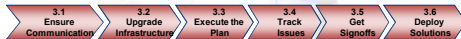
- Phase 3.0: Intervention Execution
 - High frequency tracking is key!
 - Daily or even intraday checkpoints
 - Checkpoint types:
 - **Executive**; key decision makers, key business owners, the rescue champion, and the project manager
 - **Project**; project leaders, project managers, and the rescue champion
 - Critical skills: Negotiation, Organizational, Tracking, Reprioritization, Coaching

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Four-Phase Intervention Framework

- Phase 3.0: Intervention Execution
 - Six (6) Sub-phases:



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Framework Deliverables

Key Project Rescue Deliverables

- **Phase 3: Intervention Execution Deliverables**
 - Status Reports
 - Full and daily format
 - Issues Log
 - One of the most important tool.
 - Revised Project Rescue Plan
 - Official Signoffs
 - Process for timely and acceptable signoff

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Framework Deliverables

Key Project Rescue Deliverables

- **Phase 3: Intervention Execution Deliverables**
 - Deployment Kit
 - Deployment plan
 - User training plan
 - Contact list
 - Letter to users
 - Contingency plan
 - Post-launch test
 - Acceptance Results

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Four-Phase Intervention Framework

- Phase 4.0: Post-Intervention Review
 - Reward opportunity. Share learning. Launch next phase successfully.
 - Critical skills: Celebration, Self-assessment, Self-starting, Relinquishing
 - Four (4) Sub-phases:



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Framework Deliverables

Key Project Rescue Deliverables

- **Phase 4: Post-Intervention Review Deliverables**
 - Post Mortem Report
 - Lessons learned
 - Master Project Plan (original)
 - Update
 - Enhancement List

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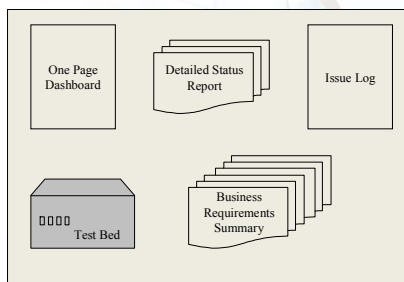
Key artifacts & general tips

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Key artifacts & general tips

Basic Rescue Management Toolkit



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Key artifacts & general tips

- **Project Rescue Rules, for all team members!**
 - Be Clear
 - Communicate
 - Listen
 - Always streamline
 - Test early and test often
 - Ask every question
 - Share your learning
 - Work as a team
 - Be smart about efficiency

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Key artifacts & general tips

- **Elements of a Rescue Plan**
 - **Timeline**
 - **Milestones**; clearly identified
 - **Deliverables**; identify owner for strong accountability
 - **Resources**; when they are needed, involvement, deliverables owned
 - **Activities / Tasks**; critical activities tied to a milestone
 - **Budget**; tracked at higher level
 - **Dependencies**
 - **Contingency**; help react to obstacles
 - **Objectives**; main deliverables, sub deliverables, work packages

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¡GRACIAS POR SU TIEMPO!

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