



Succeeding With Troubled Project

based on an article of Steven P. Long

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Definition

- **Every project will have its challenges along the way.**
- **A project that have one or more of the seven attributes of highly troubled projects.**



Predictors

**Project Sponsor,
Senior Management,
or Stakeholders
dissatisfaction.**

**Stakeholders
or key players
lack agreement on
or understanding
of requirements.**

**Project is grossly
behind
schedule, grossly
over budget, or both.**

**Insufficient
resources.**

**Not reasonable
progress.**



Predictors

Inattention of them guarantees or predicts failure.



Indicators

**Trail of poor
decisions.**

**Rumors that
the project is in trouble.**



Indicators

•Leaving them unaddressed seriously impairs the Project Manager's ability to execute project recovery.

•They clearly indicates the project is in trouble.



Primary determinants to recover a trouble project

**Acknowledging
a project is in trouble.**

**Executing an effective
recovery strategy.**

Questions before any initiative

Where are we?

Where do we need to be?

How do we get there?





Key areas for assessment

- **Business case**
- **Project Charter**
- **Organization support**
- **WBS**
- **Issues**
- **Risks**
- **Defects**
- **Resources**
- **Budget**
- **Schedule**
- **Project Management information system and control processes**



Priorities in a trouble projects

Discover and identify the decisions, actions and parameters resulting in the project's current state.

Politics and relationship management are very different between project recovery and project closure.



Organizational Politics

- **The use of personal or aggregate power to influence others and better achieve goals in the workplace.**



Questions for Recovery or Termination.

How important is the project to the Sponsor, the Stakeholder, and the organization?

What are the organizational impact and resource requirements in achieving desired outcomes?

Can the project continue as originally conceived and defined or must it be redeveloped?



Questions for Recovery or Termination.

Is the necessary political support available to go forward in achieving the desired outcome?

Are you personally able and willing to do what needs to be done to make the project successful?



Project Closure

Post project review

Lessons Learned

Process improvement

Archiving of project documentation

Project acceptance document



The Road to Recovery

That which is familiar is comfortable.

When the pain to remain the same is greater than the pain to change, then change will happen.



Organizational Motivations For Project Recovery

Political Pressure.

Opportunity for increasing or gaining resources, influence or control.

Scarcity of resources.

A sense of obligation to “ do the right thing” or “ do what is best”.



Defining a recovery strategy

**Where
are we?**



**Where do we
need to be?**

**How do we
get there?**



Recovery Main Objective

- **Resolving project issue**
- **Producing an achievable schedule**
- **Rebuilding the project team**
- **Negotiating and updating project baselines**
- **Reestablishing stakeholders confidence in the project.**



Ten Recovery Techniques

- **Retain the original requirements and objectives and redevelop the project plan.**
- **Modify the original requirements and objectives and replan accordingly.**
- **Replace the original requirements and objectives while keeping the project identity.**
- **Terminate the project and start a new one with the same or new requirements and objectives.**
- **Make changes in key personnel involved in the project.**



Ten Recovery Techniques - cont.

- **Restructure project team and/or increase project controls and reporting.**
- **Solidify political, Project Sponsor, Senior Management, Stakeholder, and Project Team support.**
- **Create a strong communications program with a strong positive message about the changes.**
- **Convey and maintain a “Can do!” attitude and environment.**
- **Make personal commitments to ensure the success of the recovery.**



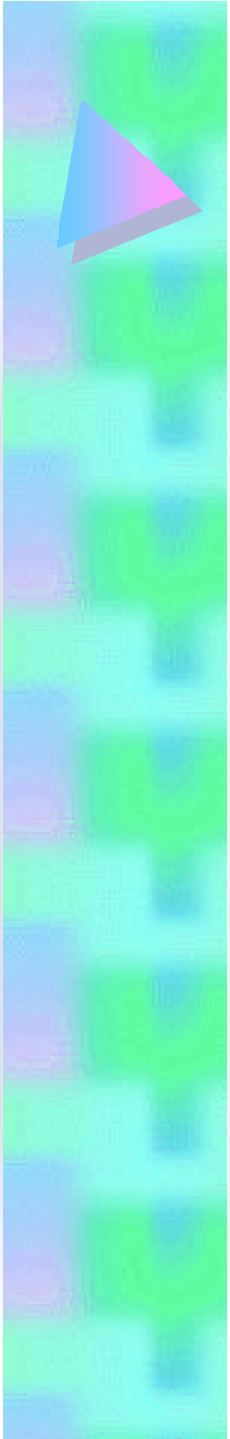
Project Success from Project Team Perspective

- **The project is delivered within the estimated cost.**
- **The project was delivered within its deadline.**
- **All of the major deliverables were completed.**
- **The overall quality is acceptable.**



Project Success from Company Perspective

- **The company received the value from initial ROI.**
- **It delivers within cost and deadline tolerances and major deliverables with an acceptable quality.**



Questions