

Failure is Not an Option

Managing Project Recovery

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The Universe is hostile to the success of your project, and the journey to a successful recovery begins with accepting that the project is in trouble.

Presentation Objectives



In the context of practical experience &
lessons learned ...

1. Troubled Projects – How do we get there?
2. Dealing with the Challenge
3. The Ten Steps to Win
 - AIM[©] Methodology
 - A10[©] Process Model for Recovery
4. Profile of a Recovery Manager

Based on "From Ratholes to Rainbows:
Managing Project Recovery"

IT Project Management - Failure Analysis

Classic Mistakes	% of Projects
1. Poor estimation and/or scheduling Process	54%
2. Ineffective stakeholder management People	51%
3. Insufficient risk management Process	47%
4. Insufficient planning Process	39%
5. Shortchanged quality assurance Process	37%
6. Weak personnel and/or team issues People	37%
7. Insufficient project sponsorship People	36%
8. Poor requirements determination Process	31%
9. Inattention to politics People	29%
10. Lack of user involvement People	29%
11. Unrealistic expectations People	27%
12. Undermined motivation People	26%

* Prof. Ryan Nelson, Univ. of Virginia (7 yr study, 74 org. & 99 projects)

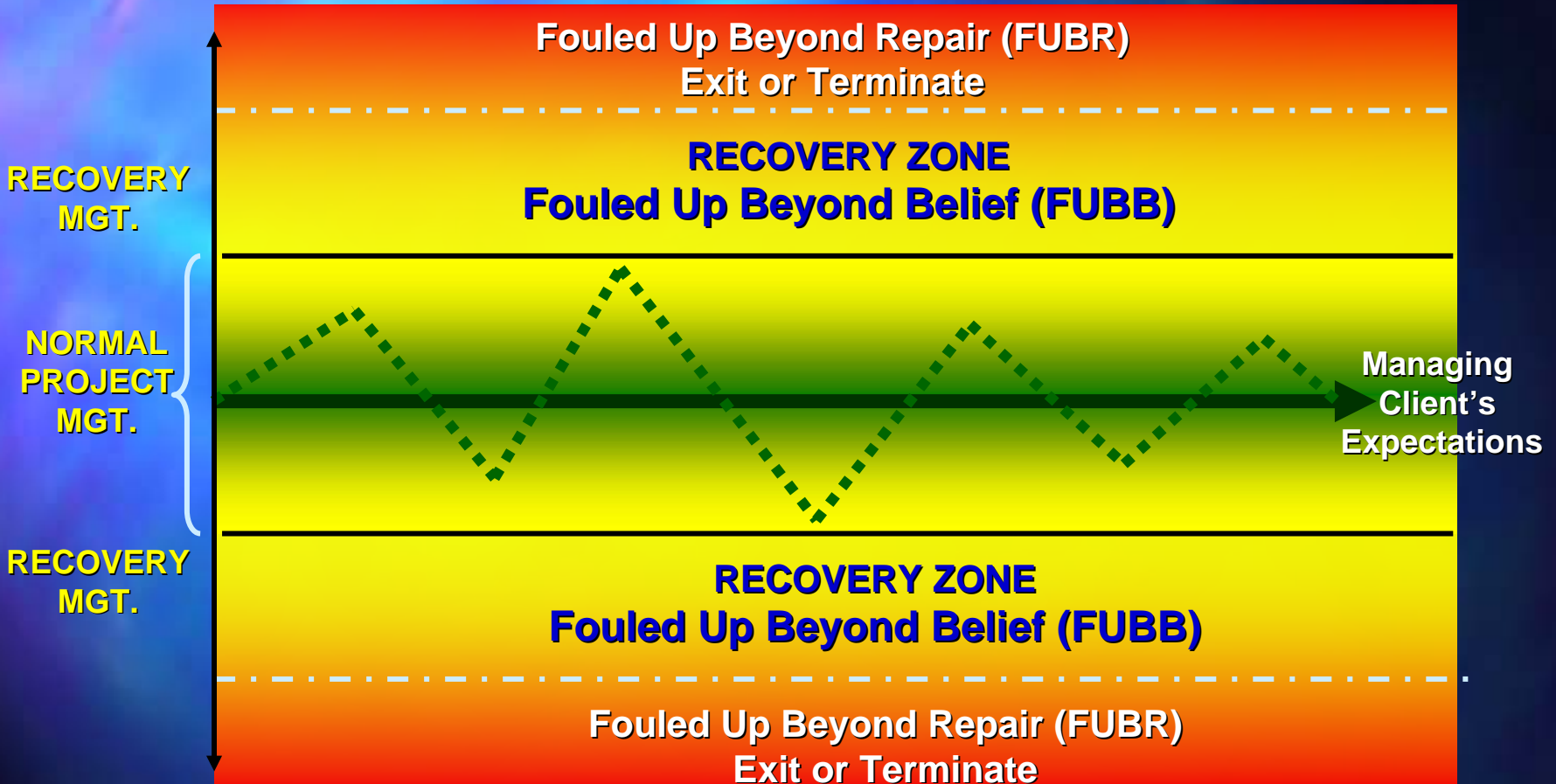
What's a Troubled Project?



Continued and sustained pattern of failure with respect to meeting the client's expectations

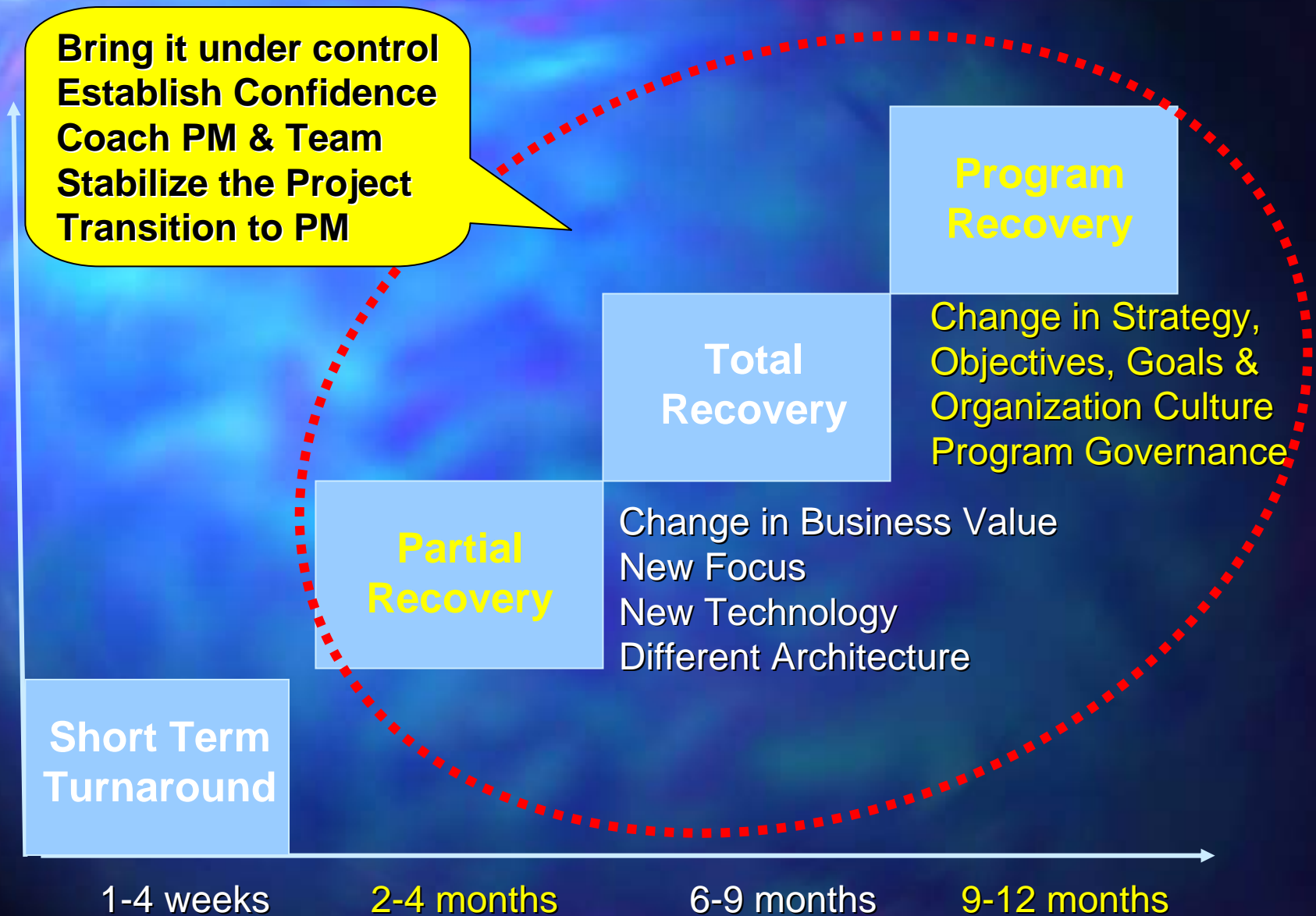
A project is in trouble when variances are beyond the acceptable tolerances and less than extreme values.

Project Recovery Zone



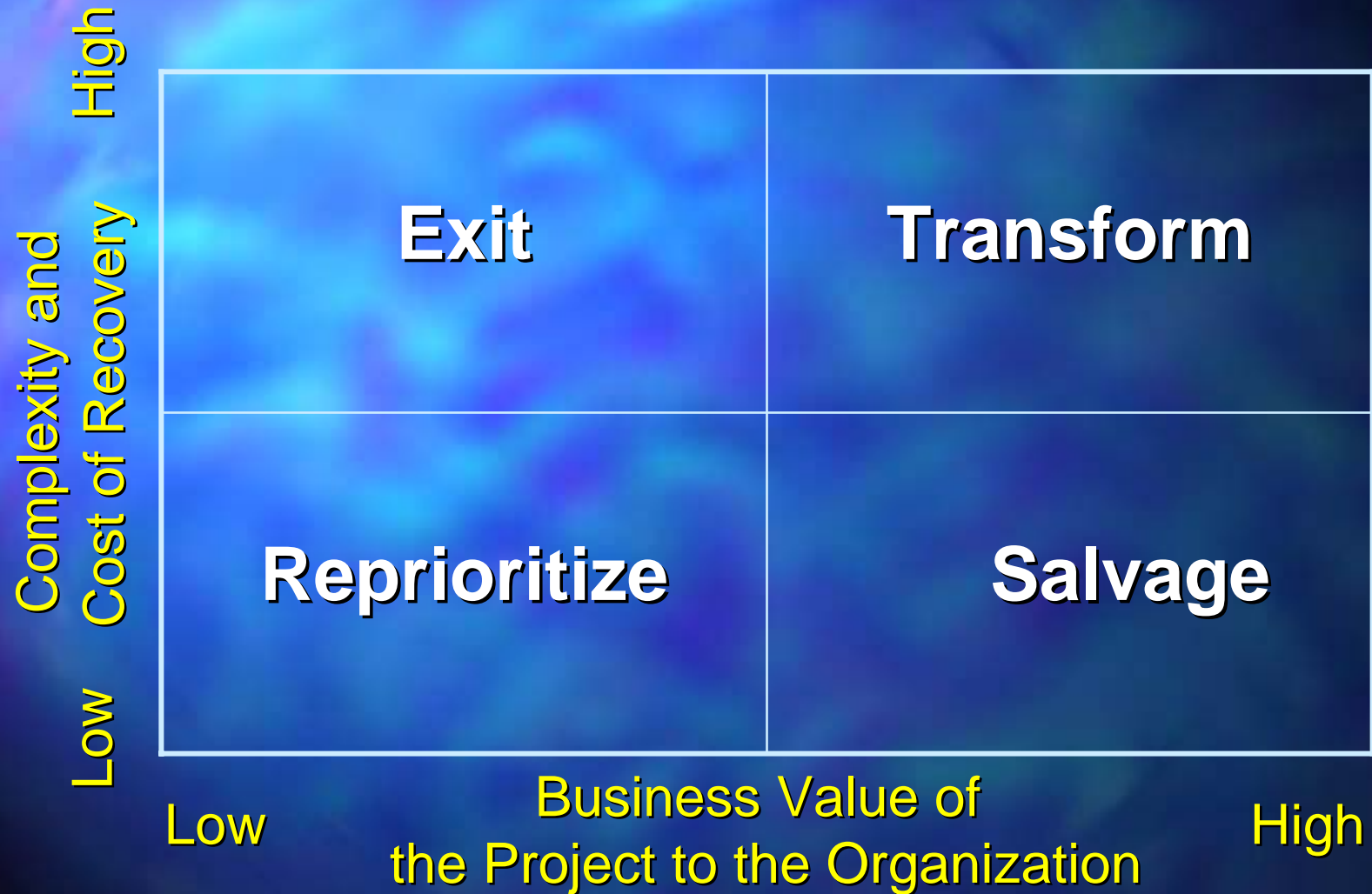
Is your project “just in trouble” or
Is it really a “troubled” project?

The Recovery Spectrum



Dealing with Troubled Projects

2x2 Decision Matrix



Project Recovery Process

AIM Methodology for Recovery



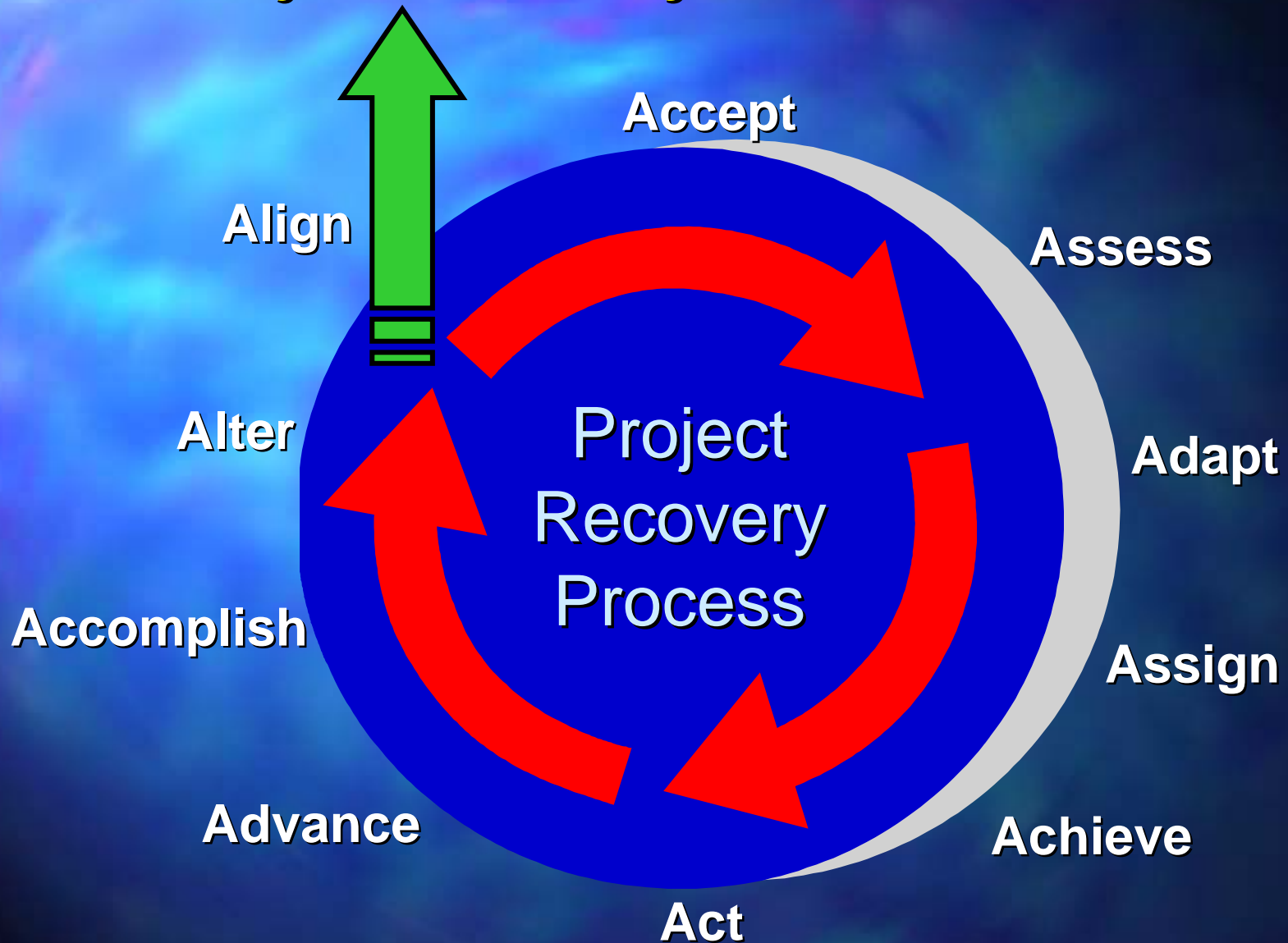
1. Accept
2. Assess
3. Adapt

4. Assign
5. Achieve
6. Act
7. Advance

8. Accomplish
9. Alter
10. Align

**Recovery
Processes**

Project Recovery - The A¹⁰ Model[©]



A1 Accept the Fact ... It's in trouble!

Psychology of Denial



Acceptance Indicators

Belief in Objectivity
Willingness to Listen
Open Mindset
Sense of Urgency

Stakeholder Acknowledgement
Active Listening
No Blame Game/ Witch Hunt

Project Recovery - The A¹⁰ Model

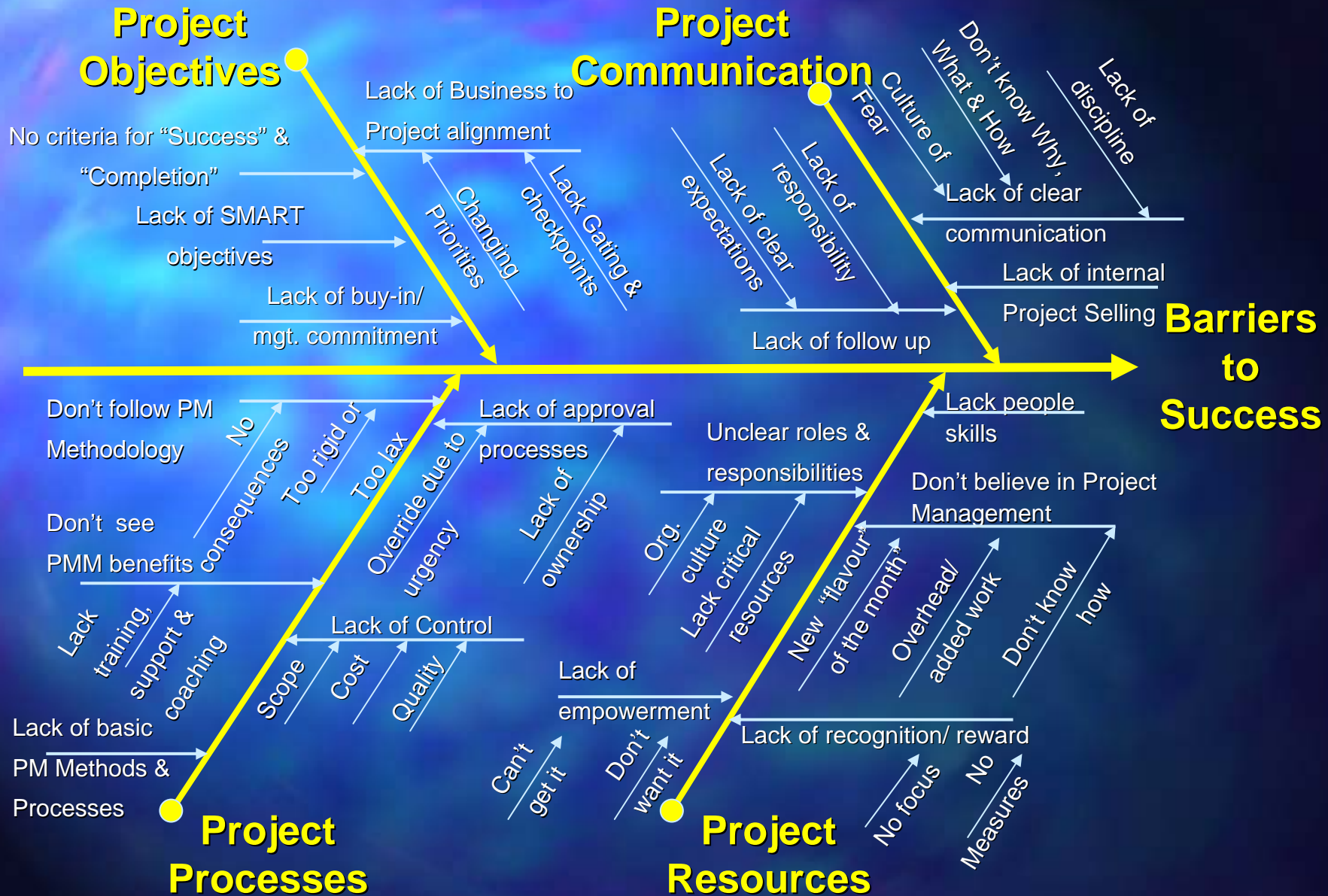
A2 Assess the Project

- ❑ Conduct Project “Health-Check”
- ❑ Compare against Best Practices
- ❑ Conduct Initial Deep Dive into specific aspects
- ❑ Project Organization & Players
- ❑ Client’s Interest & Expectations
- ❑ Stakeholders’ information needs
- ❑ Team Morale & Confidence
- ❑ Solution & Alternatives (Egos!)
- ❑ It’s not about people; it’s about the project
- ❑ Do a Root Cause Analysis



PCQS
SCQS
BCQS

Project Recovery - Root Cause Analysis



Project Recovery - The A¹⁰ Model

A3 Adapt Project Objectives to Business Needs

- ❑ Sole purpose ... satisfy a business need.
- ❑ Alignment of Project Charter
- ❑ Common understanding of the business needs

For the target recovery:

- ❑ Adjust scope, if necessary and define
- ❑ Map out organizational process where required
- ❑ Develop a WBS
- ❑ Produce an achievable schedule
- ❑ Rebuild the project team
- ❑ Establish and exercise communication strategy
- ❑ Resolve project issues
- ❑ Negotiate and update project plan baseline

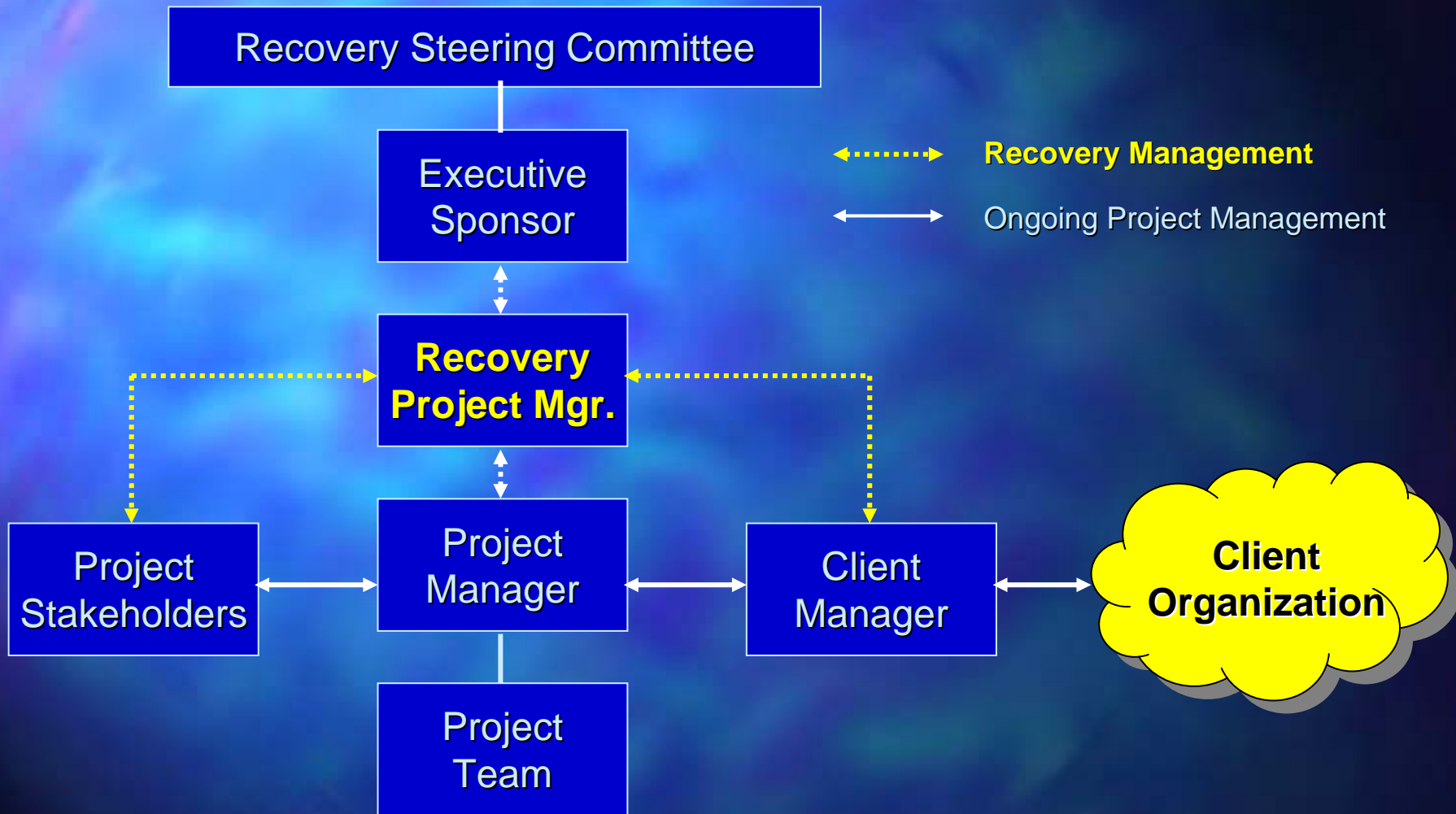
Reestablish stakeholder confidence in the project

Project Recovery - The A¹⁰ Model

A4 Assign Responsibilities and Delegate

- Authority of the Recovery PM is clear & explicit – “Get it Under Control”
- Match skills to requirements
- No joint responsibilities or co-Project Mgt.
- Responsibilities are delegated
- Commitments are accepted
- Connect delegation & acceptance through deliverables
- Connect assignment responsibility to relevant Business Process
- Develop a communication matrix (RACI/RAM Chart)

Organizing for Project Recovery



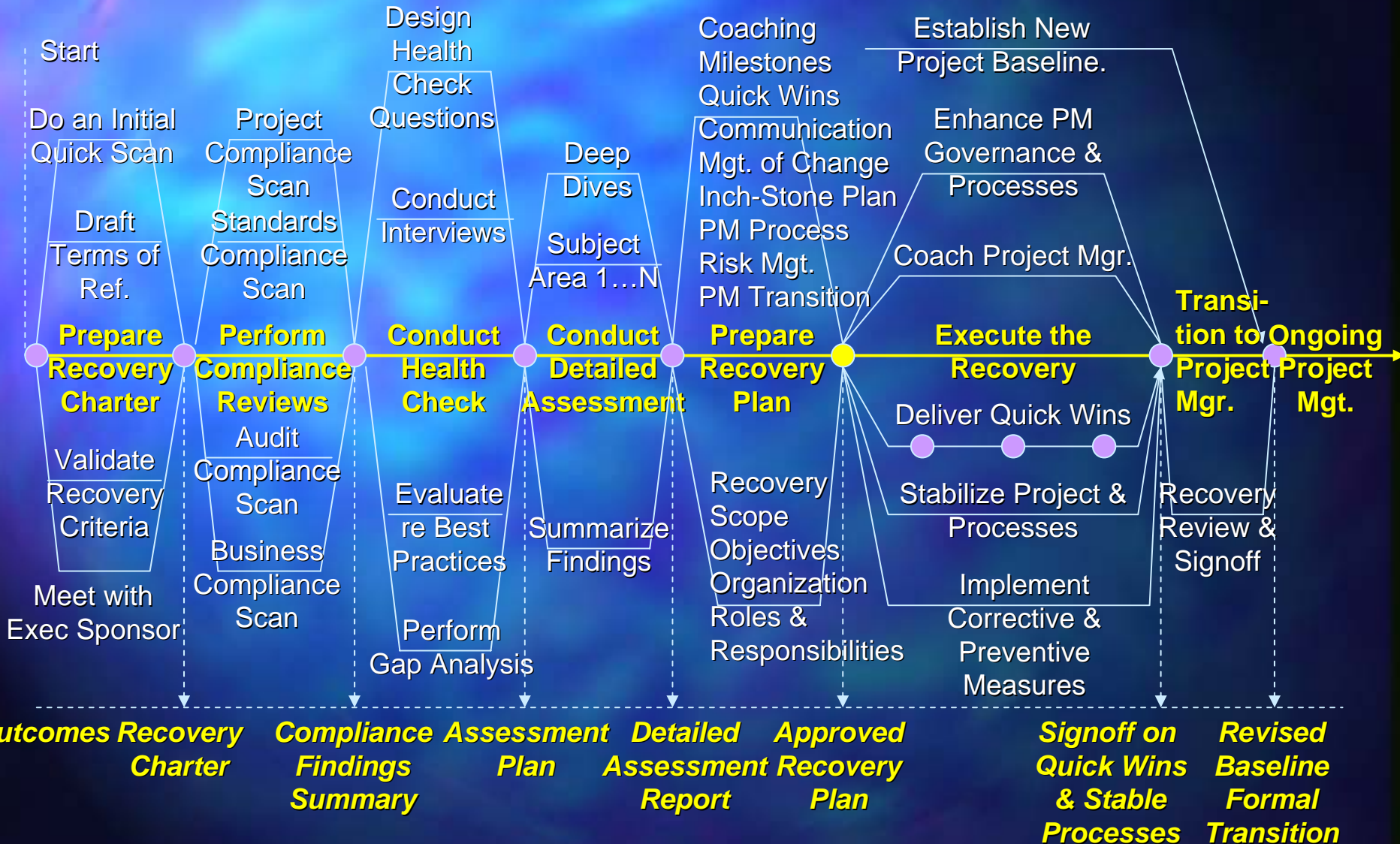
Project Recovery - The A¹⁰ Model

A5 Achieve Goals by Setting Realistic Targets

Generate confidence by delivering quick results

- ❑ Conduct team sessions
- ❑ Strive for consensus
- ❑ Establish milestones 2-3 weeks apart
- ❑ Focus on the Critical Path
- ❑ Associate deliverables with milestones
- ❑ Get signoff for each deliverable
 - ❑ *Need Micro-Managing initially with an*
 - ❑ *“Inch-stone” Plan to gain confidence*

Project Recovery Roadmap



Project Recovery - The A¹⁰ Model

A6 Act Consistently and Decisively

- ❑ Set up a consistent process for decision-making
- ❑ Focus on key problems to be resolved
- ❑ Follow a sound problem-solving approach
- ❑ Act decisively on goals set
- ❑ Focus on “Moving Forward”
- ❑ Validate schedule to ensure that it continues to
- ❑ be realistic and achievable
- ❑ Communicate decisions
- ❑ Own responsibility for the decisions

Tools for Decision Making

- ✓ Business intelligence
- ✓ Key Stakeholders Expectations
- ✓ Management Choices

Intelligence Tools

Cash Flow Analysis
Cause & Effect
PEST Analysis
Porter's Five Forces
Risk Analysis
SWOT Analysis
Systems Relationships
Value Analysis



Decision Tools

Cost Benefit Analysis
Decision Trees
Force Field Analysis
Grid Analysis
Paired Comparison
Pareto Analysis
PMI
Six Thinking Hats

Choice Activity Choice Tools

Risk Assessment & Risk Tolerance
Consequence assessment and risk Planning
Execution Planning

Project Recovery - The A¹⁰ Model

A7 Advance the Project through Communications

- ❑ Manage Expectations
- ❑ Continually sell the project
- ❑ Execute, Monitor & Control
- ❑ Communicate
 - ❑ Select communication tools
 - ❑ Keep everyone informed
 - ❑ Based on assessed communication needs
 - ❑ During Assessment, Planning & Execution
 - ❑ Validate Communication for Success
- ❑ Manage Risks
 - ❑ Identify, Evaluate, Strategize, Manage
 - ❑ Tools recommended; TIMO

A8 Accomplish Stability for Transitioning

- ❑ Focus on stabilizing the project
- ❑ Quality concepts built into Recovery
- ❑ Recovery Vs. Ongoing project team
- ❑ Consistent & predictable PM process
- ❑ Validating team readiness for transition
- ❑ Coaching the existing PM

Avoiding the Need for Recovery

The "STEALTH" Debrief



- S – Set Time, Location, Prep
 - T – Tone ... Nameless, Rankless
 - Execution Vs. Objectives
 - Recount Sequence of Events
 - Did We Accomplish the Mission Objectives?
 - Analyze Execution
 - Execution Error/ Success
 - Cause of Each Error/ Success
 - Identify Root Causes
 - Lessons Learned – Prominent/Recurring Root Cause
 - ***Transfer Lessons Learned* *****
Accelerate Experience; Improve Future Execution
 - High Note ... Positive Simulation
- Brief and Debrief every single time !**

Ref: Flawless Execution by James Murphy

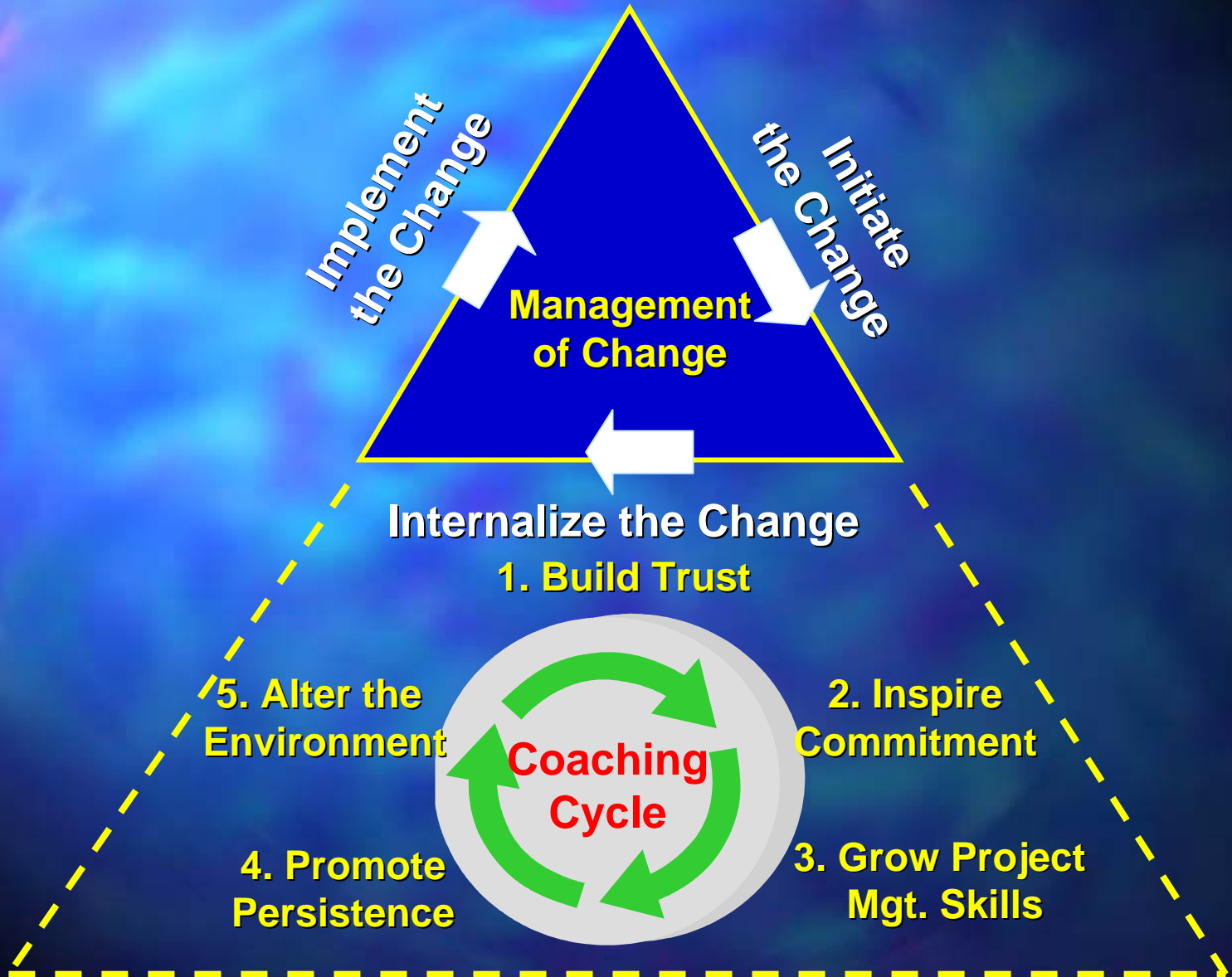
Project Recovery - The A10 Model

A9 Alter the project direction through effective transition

- ❑ Ensure Management of Change
- ❑ Formalize effective “Handshake” through a “Transition” meeting
- ❑ Develop a Transition Checklist
- ❑ Transition the recovered project to the Project Team
- ❑ Action: Ongoing PM accepts responsibility
- ❑ Recovery PM provides ongoing Coaching re Communication, Process and Tools

Management of Change

Initiate, Internalize, Implement



Project Recovery - The A10 Model

A10 Align for on-going project execution

Institute or re-align:

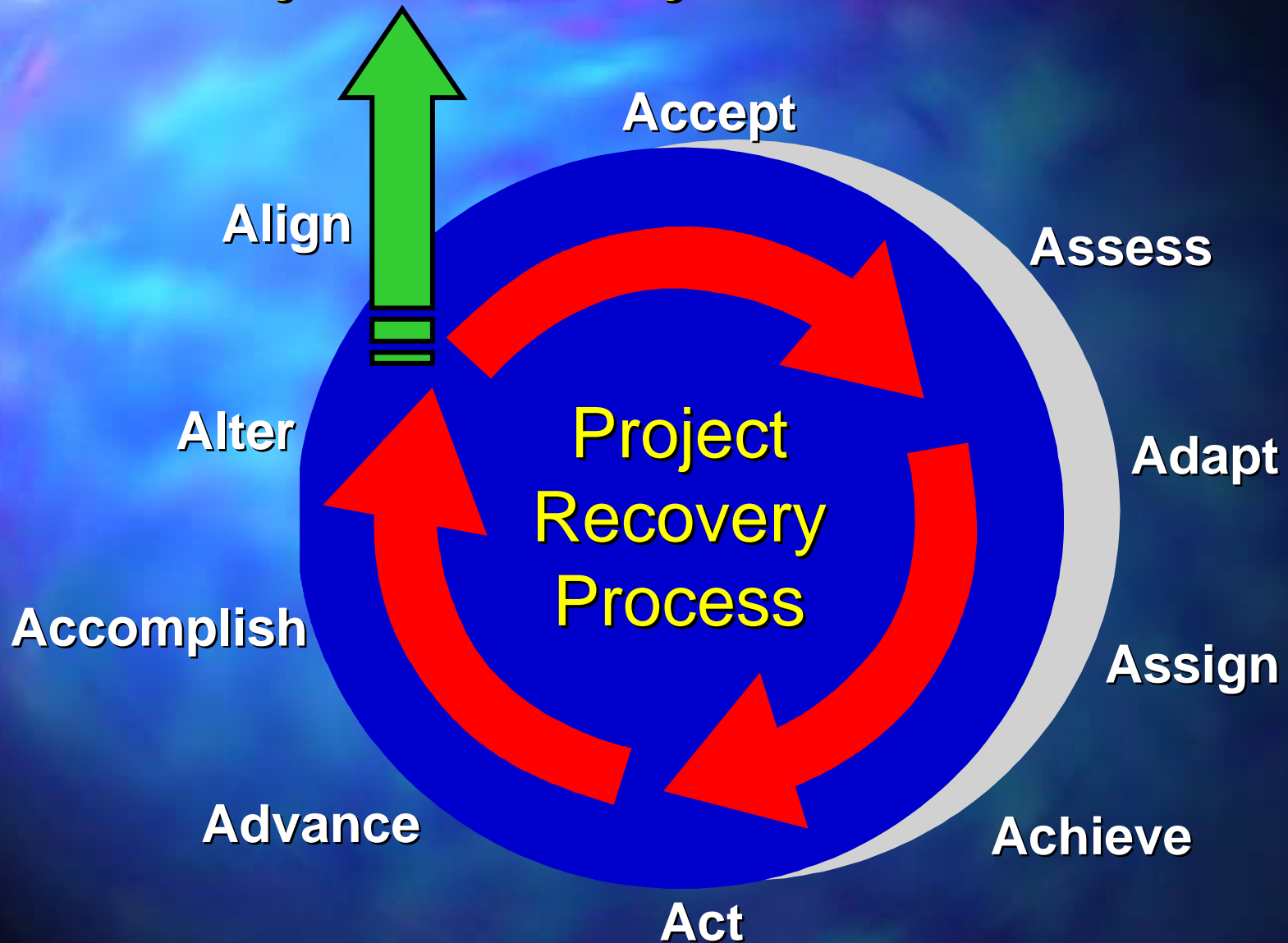
- ❑ Project Governance across organization**
- ❑ Project Portfolio Management**
- ❑ Policies, Procedures, Priorities**
- ❑ Project Management Office (EPMO)**
- ❑ Project Management Methodology**
- ❑ Process for Continuous Quality Improvement**

Recovery Manager - Skills & Competencies

- Breadth and Depth of PM Experience
- Consultative and Decision Making Skills
- In-depth knowledge of Best Practices
- Outstanding Coach, Mentor and Influencer
- Bias towards Action



Project Recovery - The A¹⁰ Model[©]

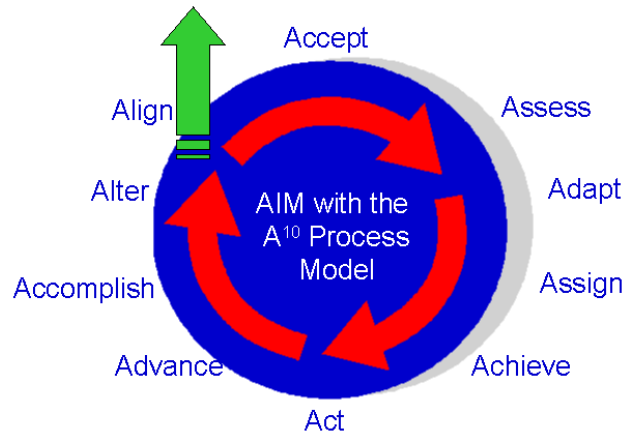




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From Ratholes to Rainbows

MANAGING PROJECT RECOVERY



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RAINBOWS & Ratholes

Best practices for managing
successful projects

01/the world of project management 02/responsibility without authority 03/ where is the roi? 04/getting the baseline right 05/it's out of scope! 06/who's doing what to whom 07/getting to the finish line 08/if it's not documented, it doesn't exist 09/ who's on first? 10/ uncertainty – the only certainty 11/the cost is the cost is the cost 12/quality is what the client experiences 13/people make projects happen 14/it won't happen if you can't communicate 15/manage your soft skills 16/doing the right thing for your project 17/finish the job with the right tools!

DHANU M. KOTHARI