



Rescue My Project™

Methodology for Troubled Projects

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Northern Utah Chapter - PMI



My Projects Never Fail...



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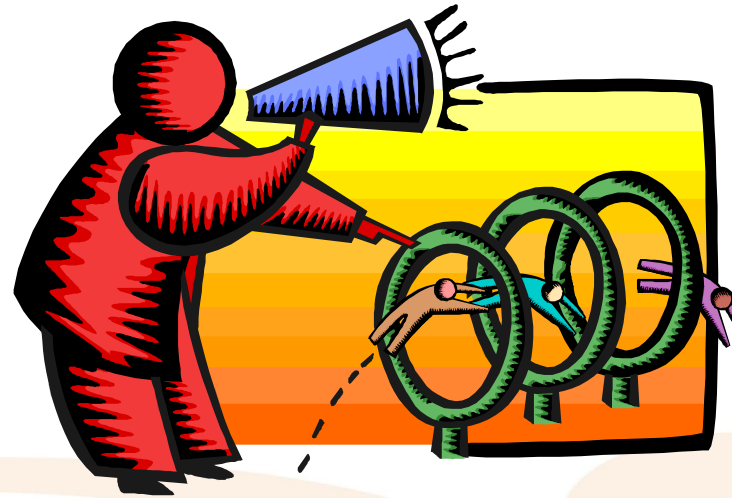
You Are Not Alone

- Any project can fail
- No project goes to outright failure overnight
- Limited window of opportunity
- First reactions are always denial
- Tendency towards invoking rash actions
- Root cause is never a quick find
- Even a termination requires some level of planning

Why Projects Fail



Not enough MONEY



Not enough PEOPLE

DEMANDS!!



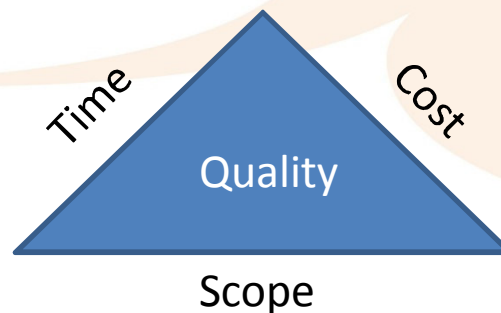
Not enough TIME

Failure Categories

- Poor requirements definitions and scope management
- Inadequate organizational support and stakeholder alignment
- Inadequate risk management
- Communications problems
- Inadequate resources
- Inadequate project management methods

Symptoms of Trouble

- No one organization has the same definition of “troubled”
- Trends in time, cost, scope variations have exceeded acceptable tolerance levels
- Significant change to the triple constraint is required to keep the project from failing



Trigger Events

Always be a trigger event that declares trouble

- 30% over estimated budget
- 30% behind schedule
- Reduction in quality is required
- Clients are completely dissatisfied
- Completion date cannot be estimated
- Requirements are continually changing
- Dysfunctional communication exists
- Team morale is negatively impacting the performance
- Excessive overtime is being worked
- Seemingly irresolvable conflict exists

Risk vs. Trouble

Risk



An uncertain event or condition that, if it occurs has a positive or negative effect

Trouble



A certain event or condition that has either already occurred or will inevitably occur

Monitor for Trigger Events



MTI Project Documentation Review Worksheet V0.3.xlsx - Microsoft Excel

Home Insert Page Layout Formulas Data Review View Add-Ins

Clipboard Font Alignment Number Styles Cells Editing

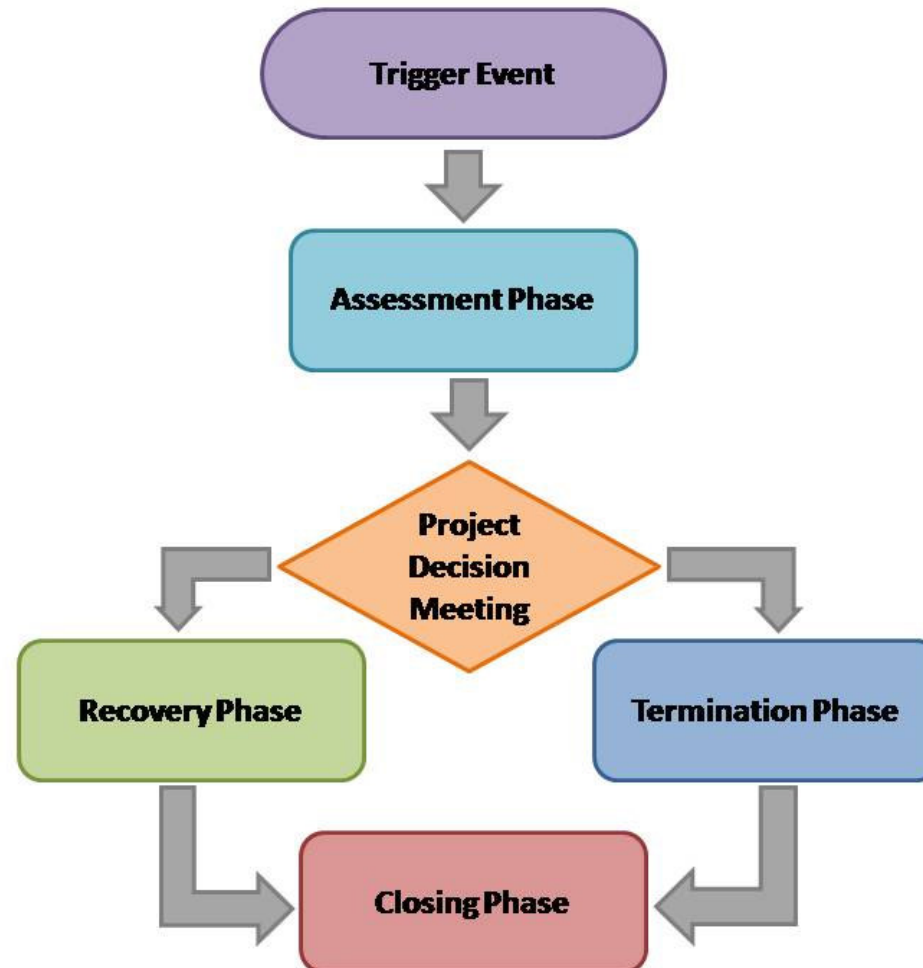
F5 =Project Charter!D3

	A	B	C	D	E	F	G
1	Project Documentation Review for <Project Name>						
2	Document Name	Does it Exist?	Person Assigned to Review	Due Date	Review Complete?	Maturity Level	
3	Work Breakdown Structure					0	
4	WBS Dictionary					0	
5	Project Charter					0	
6	Business Case					0	
7	Statement of Work					0	
8	Project Management Plan: Scope Management Plan					0	
9	Project Management Plan: Time Management Plan					0	
10	Project Management Plan: Cost Management Plan					0	
11	Project Management Plan: Risk Management Plan					0	
12	Project Management Plan: Quality Management Plan					0	
13	Project Management Plan: Communications Plan					0	
14	Project Management Plan: Resource Plan					0	
15	Project Management Plan: Procurement Plan					0	
16	Network Diagram/Schedule					0	
17	Budgets					0	
18	Project Team Structure/Resources					0	
19	Processes and Procedures					0	
20	Metrics					0	
21	Issue Logs, Status Reports and Memos					0	
22	Signed Agreements with Contractors and/or Clients					0	
23	Signed Agreements with Internal Departments					0	
24							
25	Document Maturity Level Definitions:						
26	1 - Very Low - document structure, content and management of information absent or ineffective						
27	2 - Low - document has some evident effectiveness, but content is insufficient and management inadequate						
28	3 - Average - document is effective, but clear areas for improvement are evident						
29	4 - High - document is well developed with solid content and effective management; minor improvements could be made for optimization						
30	5 - Very High - document is highly optimized and extremely effective						
31							

Documentation Review Summary WBS&WBS Dictionary Project Charter Business Case Stateme

Ready 100%

Project Rescue Process



Possible Rescue Outcomes



1. Project is completed successfully within original tolerances for time, cost, scope, and quality
2. Time and cost estimates and/or project scope definitions are re-evaluated and redefined. Solutions to root causes implemented, project continues towards new criteria
3. Project is gracefully terminated

Role of the Rescue PM



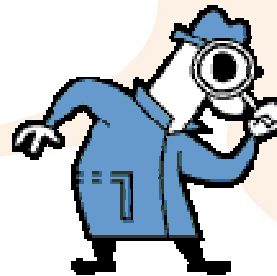
Fire-Fighter



Superhero



Politician



Investigator



Manager

“Big Shoulders – Big Brain”



When a project is in crisis and stress levels and expectations are high, tough skin and big shoulders are required.



Cool heads will prevail. So will following a well defined, structured process and using a variety of tools and templates.



Thank You!

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