Project Recovery: How to Detect, Diagnose, and Turn Around Failing Projects - 3 Days

PDUs - 19.5

PMI's Talent Triangle Breakdown
Ways of Working - 12.25
Power Skills - 2.50
Business Acumen - 4.75

PMI's Certification Breakdown
PMP - 19.5
PMI-ACP - 19.50
PMI-SP - 8.25
PMI-RMP - 7.75
PfMP - 7.25
PMI-PBA - 7.25

face-to-face

virtual instructor-led

self-paced online

Course Description: This three-day course equips participants with the skills and techniques to detect, diagnose, and turn around failing projects. It will focus on process analysis and turnaround strategies to support project recovery. Projects can be unpredictable and may run into trouble, failing to achieve the desired outcomes, goals, and objectives. At times, these projects will even fail, resulting in reduced opportunities and lower benefits. Failures can sometimes be caught early and turned around.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: General Definitions and Issues for Project Recovery

- Define project recovery
- Define project success
- Identify types of failure
- Categorize degrees of project failure
- Examine the value of a planned and strategic recovery process

Objective 2: Discuss what to do before the project gets into the red

- Describe the meaning of success for this project
- Apply a health check-up on the project before the crisis

Objective 3: Recognize when the project needs recovery

- Analyze the level of intervention
- Create a recovery charter
- Solicit management support
- Create an analysis log
- Begin preliminary analysis
- Assemble a recovery team
- Create a temporary short-term plan to keep the project moving

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Objective 4: Discuss what to do after the project gets into the red

- Identify the six-phase recovery process
- Design an interview
- Perform the recovery interview
- Analyze why projects fail and develop a gaps list
- Evaluate the research and possible solutions
- Create a change management plan
- Identify a series of problems that placed the project into crisis
- Create an intervention plan for quick project movement
- Execute the recovery plan

Objective 5: Examine how to move the project out of the red

- Perform an audit
- Perform a root cause analysis
- Express the roles and responsibilities of the team
- Identify communication requirements for each stakeholder
- Create a strategy and plan the recovery process
- Discuss strategies for monitoring and evaluating project progress
- Develop an action plan for future troubles
- Manage, evaluate, and adjust the ongoing recovery effort
- Developing intervention plans
- Recommend a project restart

Objective 6: Manage the Stakeholders During Recovery

- Identify emotional issues
- Develop a communication plan and processes
- Create an escalation process to remove roadblocks
- Gain frequent feedback from team members, customers, and management

Objective 7: Verify that project metrics and standards are working

- Compare audits to health recovery check-ups
- Recognizing the warning signs in the recovery
- Determine when the project will return to the original schedule

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