

Facts About Projects

- 7 out of 10 software projects in Industry fail to meet expected targets and milestones or fail completely
- Types of failure range from missing milestones to exceeding budget to the project being cancelled – effect on business is huge
- How do large software projects fail?
 - Gradually at first, and then suddenly
- Why do software projects fail?
 - The reasons are many



Project Problems and Solutions

We **cannot** predict every project issue - we **can** develop a process for dealing with every problem

A vast majority of software projects **are recoverable** but major changes in the team, process, strategy and plan may be required

This process for rescuing troubled projects will demonstrate how to

- Get to the bottom of the project issues
- Learn from the mistakes made
- Re-plan for success
- Put effective project governance in place
- Avoid a recurrence of the original project problems

Projects and People

- Each project has its own culture and pace
- These elements are unique to every project – even within a programme of similar projects
- The Project Manager must make every effort to understand this – key to this is understanding the people
- Project management is in essence people management intertwined with fixed budget, scope and resources



Project Investigations

- The solution that works for one project may not work for another – but the process to identify the issues is consistent
- When rescuing a troubled project we need to understand the detail
- In the detail we will find the answers to what went wrong
- The details must be reviewed with an open mind and we must de-personalize any findings or corrective action



Commitment to Action

- Before you embark on a Project Rescue assignment, consider this.....
- Rescuing any project will require commitment, effort and some difficult conversations but honesty and transparency are key to success
- Are you willing to get your hands dirty to save the project from failure?



The Process

Four stages of Project Rescue

- Investigation - questions, interviews and data gathering
- Root Cause - What went wrong? How and Why?
- Key learnings and re-planning
- Kick off and run the project

