

Let's Begin with Questions

- As with all investigations, we commence with questions
- We ask a series of questions in order to retrieve the facts
- We leave all opinions at the door until we are satisfied that we have all the data we need to proceed to the next stage



Warning – when gathering information.....



Here's some advice from history

“Everything we hear is an opinion,
not a fact.

Everything we see is a perspective,
not the truth.”

Marcus Aurelius

Roman Emperor and Philosopher

(Now Deceased)

High Level Questions

- Why are we here to investigate a project problem?
- What evidence is available to help build an accurate picture of the issue?
- Is there any obvious chain of events or lack of action that may have caused the issue?
- What milestones have been missed?
- What are the overall project metrics telling you?



Important Questions



The most important questions.....

How do you know that there is a problem with the project?

How was it first recognized that there is a problem with the project?

What are the key metrics that indicate there is a problem?



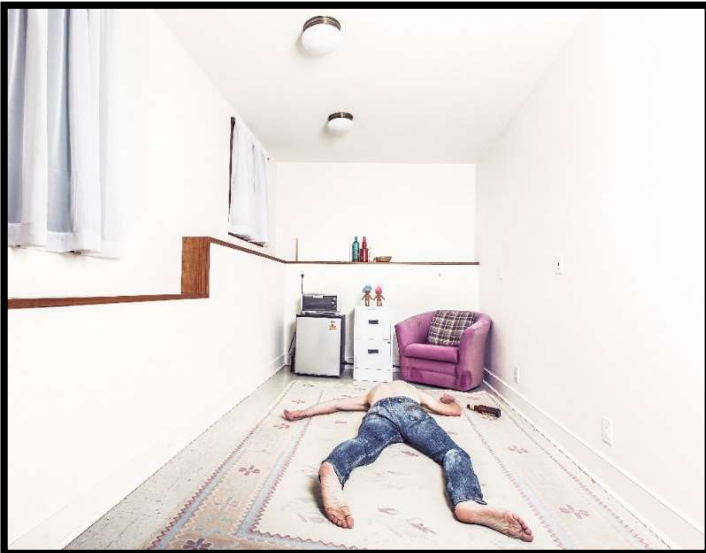
More Questions

- Based on the original plan – where did you expect the project to be at this stage?
- What is the one big factor that tells you that the project is not on track?
- What investigations or diagnostics have taken place so far?



Project Management

- Is the Project Manager overwhelmed?
- Is the Project Manager still in place?
- Is the Project Manager under obvious pressure?
- Did the Project Manager call for help?
- Was support provided?
- How has the crisis been managed so far?



Teamwork

- What is the feedback on teamwork?
- How are the team working together?
- Has the team already been changed to get the project back on track?
- Any negative influences affecting the team?



Analyze Each Phase

Phases of a project

Assess each phase for performance

- Specification
- Design
- Build
- Test / Qualify
- Operation

