

# INSIGHT SPECIALTY CONSULTING

When projects go bad

## From Risk to Rescue

31 MAY 2016

# Agenda

- Project Failure – Defined
- Role of Risk Registry
- Importance of Change Management
- Investigation
- Restart or Unwind?
- Unwinding
- Restarting the Project
- Restarting the People
- Recovery Plan

# Project Failure - Defined

- ⦿ Over budget is not failure
  - Risk to be managed
- ⦿ Late is not failure
  - Risk to be managed
- ⦿ Interpersonal risks cause failure
  - Stakeholders decide whether your project proceeds
- ⦿ Big picture failure – not providing value
  - A waste of time and money is the worst kind of failure

# Role of Risk Registry

- ⦿ Using trigger points
  - Harbingers of things to come
- ⦿ Earned value vs. triggers
  - Big picture vs. bad omens
- ⦿ Managing stakeholder risks
  - Just like any other kind of risk
  - Quiet is riskier than loud

# Importance of Change Management

- ⦿ Every recovery project didn't do this well
- ⦿ Embed this into every project
  - May require dedicated team member
- ⦿ Right from the start
  - Not a last minute thing
  - The stakeholders dictate what is needed
- ⦿ This is what stops a project

# Investigation

- ⦿ Project documents
  - Legal requirements
- ⦿ Interviews
  - Talk to everyone
- ⦿ Stakeholder assessment
  - Pay special attention to middle management
- ⦿ Redo the math
  - Revalidate every assumption

# Restart or Unwind?

- ⦿ Decision point
- ⦿ What is the project purpose?
- ⦿ Does it still make sense?
- ⦿ Culling a bad project isn't failure



# Unwinding

- ⦿ Document your project
  - Lessons learned
- ⦿ Support your team
  - May be an emotional time
- ⦿ Get assistance to wind up
  - Legal
  - HR / LR
- ⦿ Budget for wind down costs



# Restarting Your Project

- ⦿ Start from scratch
- ⦿ Redo all your documents
  - All the way back to your charter
- ⦿ Convene the right team
- ⦿ Get a new budget approved
  - With new, validated numbers
- ⦿ Incorporate your change management

# Restarting Your People

- ⦿ Much, much, much harder
  - They already hate you
- ⦿ Who is mad?
- ⦿ Where are the battle lines?
- ⦿ Comes down to respect
  - Regardless of industry or project type

# Recovery Plan

- ⦿ Inclusive is key
  - Involve your stakeholders
- ⦿ Validate your numbers
- ⦿ Sensitivity analysis
- ⦿ Use the results of your investigation
- ⦿ BUT sometimes business decisions get made