



Rescue My Project™

Trouble Finds Even the Best Teams

Brian H. Munroe, PMP

MTI Learning Inc.





Trouble Found this Team



April 13, 1970

56 Hours into the Execution Phase

200,000 Miles from home

- Jim Lovell
- Fred Haise
- Jack Swigert

Trouble Found this Team



My Projects Never Fail...



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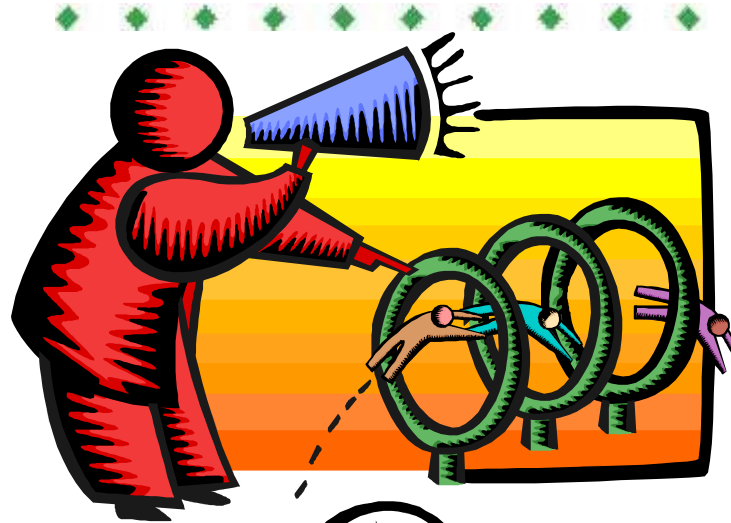


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Project Team Pressures



Not enough MONEY



DEMANDS!!



Not enough PEOPLE



Not enough TIME



You Are Not Alone

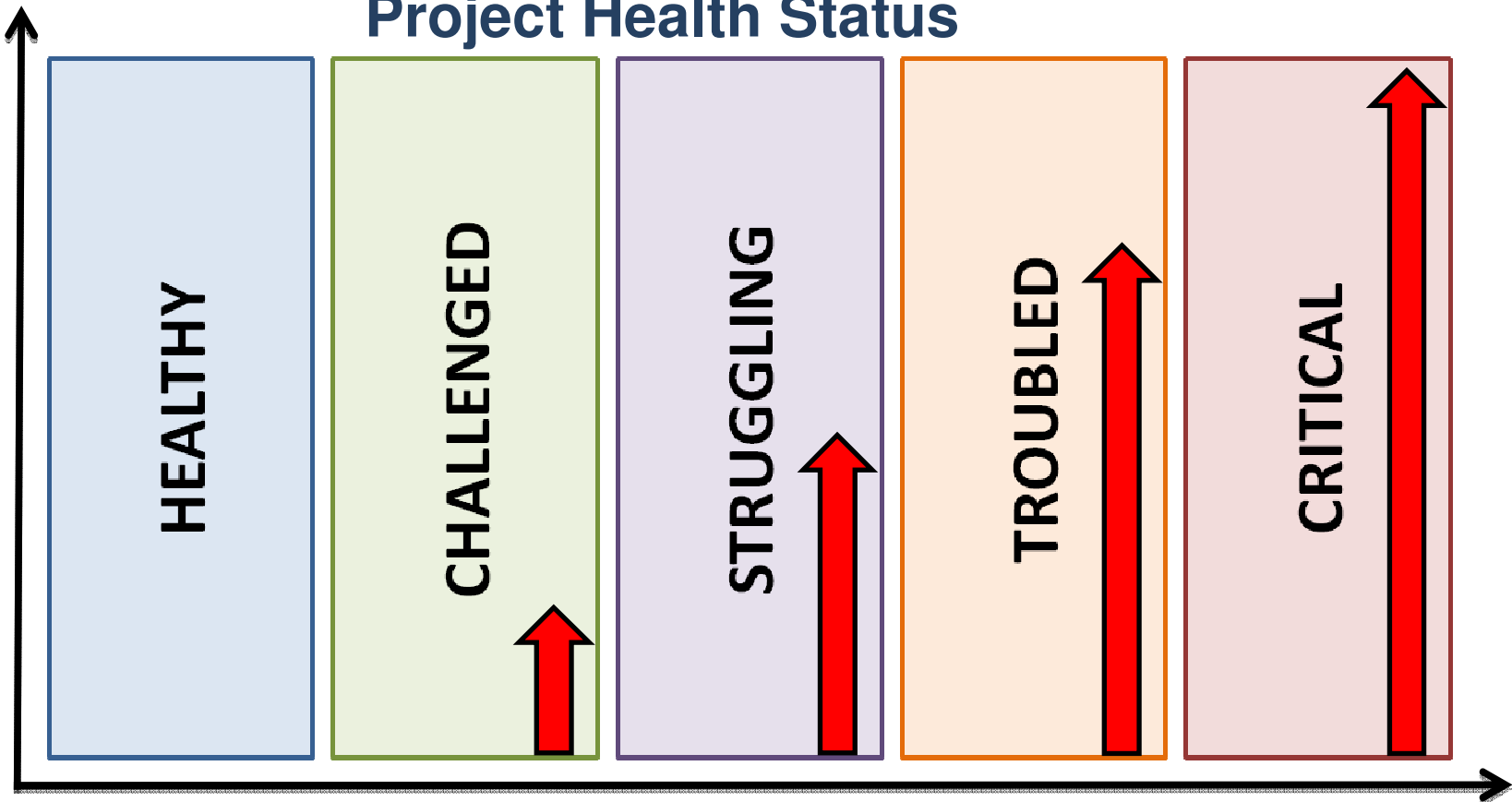


- Any project can fail
- No project goes to outright failure overnight
- Limited window of opportunity
- First reactions are always denial
- Tendency towards invoking rash actions
- Root cause is never a quick find

Limited Window

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Project Health Status

Cost and Time of Recovery and
Risk of Project Cancellation



Trouble Declaration Points



Trigger Event



- Always be a trigger event that declares trouble
- More than just another symptom; it is the final straw
- No one definition of the trigger event; highly dependent on the organization and the project





Team Work - Symptom Examples



- Low team morale
- Consistently missing milestones
- Incomplete documentation
- High defect rate
- Unresolved issues; lack of corrective actions
- Changing requirements
- Stakeholder loss of interest/participation
- Unreported problems
- Defensive attitudes; lack of trust
- Unhealthy team conflicts

Risk vs. Trouble

Risk



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

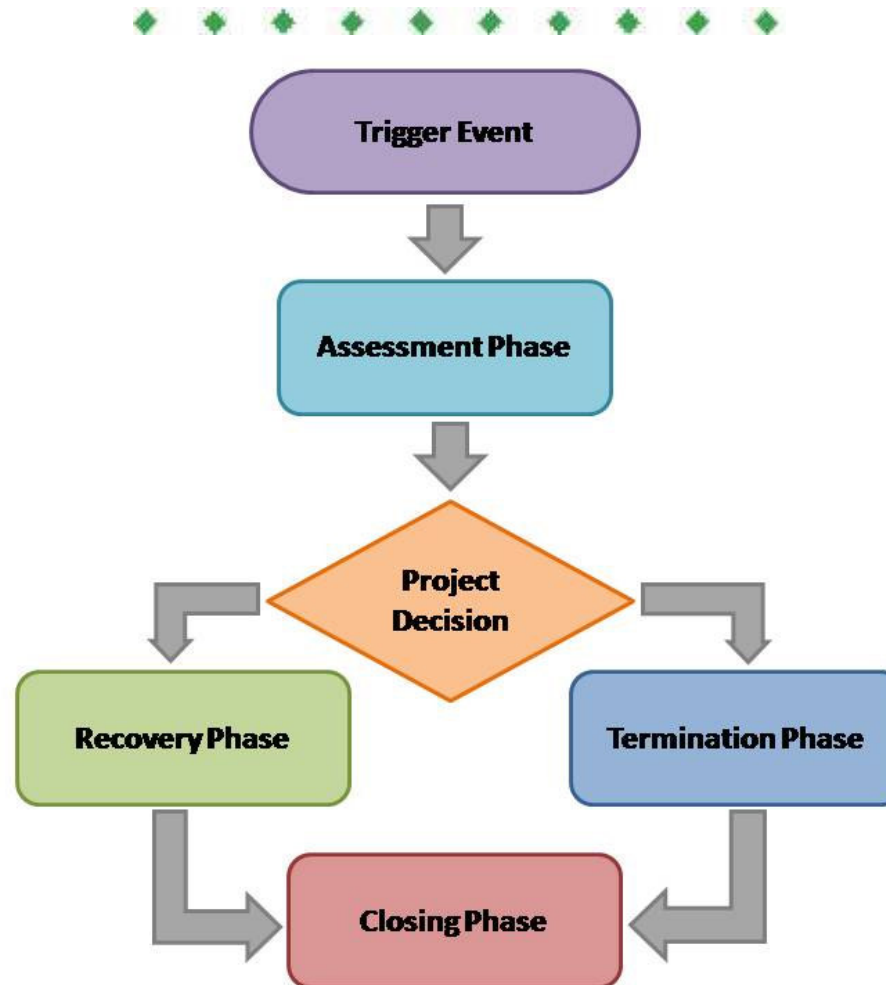
Trouble



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

RISK ≠ TROUBLE

Project Rescue Process





High Wire Act



Spring 2004
95% complete
1000 miles from home
One missed stakeholder

Trouble had found me!



Why I Don't Raise My Hand



- Sometimes called “Suppression Factors”
- Hide true project status and prevent timely identification of a situation needing correction
- Examples:
 - *Denial*
 - *Fear (blame & face)*
 - *Apathy – lack of accountability*
 - *Strong incentives – payouts & penalties*

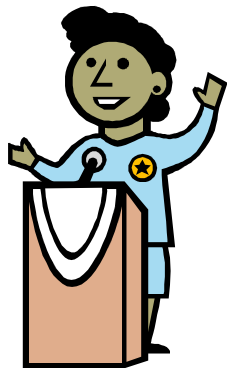
Role of the Rescue PM



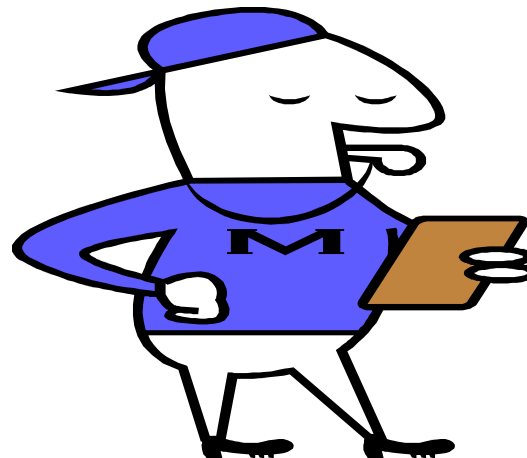
Fire-Fighter



Superhero



Politician



Coach/Mentor



Investigator

“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.



Contact Information



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www.mtiprojectrescue.com to join

