



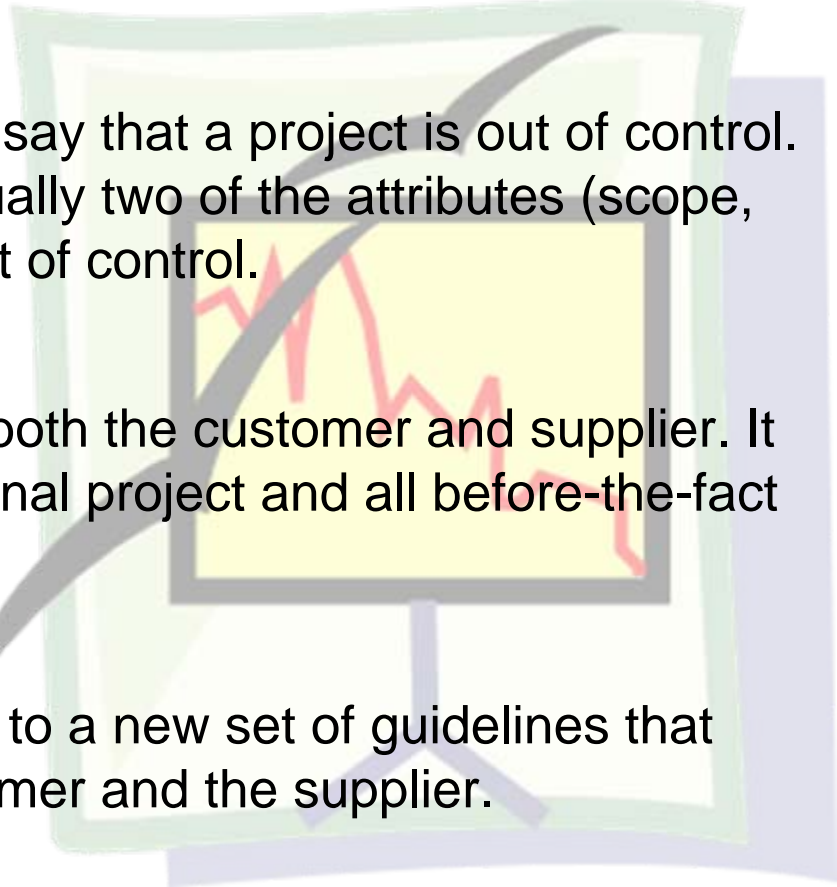
Bringing It Back From Red

Recovering High-Tech Projects

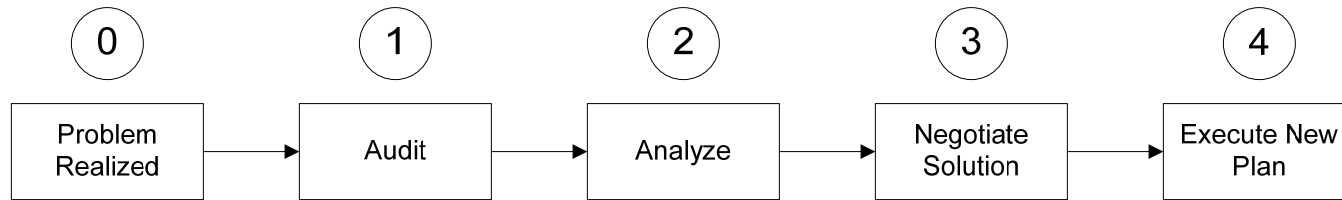
Todd C. Williams

Definitions

- Red?
 - Red is a subjective term to say that a project is out of control. For a project to be Red usually two of the attributes (scope, schedule or budget) are out of control.
- Project Success?
 - A project delivers value to both the customer and supplier. It meets the goals of the original project and all before-the-fact change orders.
- Recovery Success?
 - The project has been reset to a new set of guidelines that provides value to the customer and the supplier.

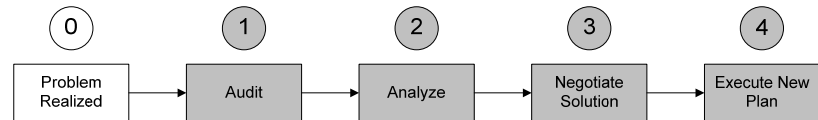


Steps Summary

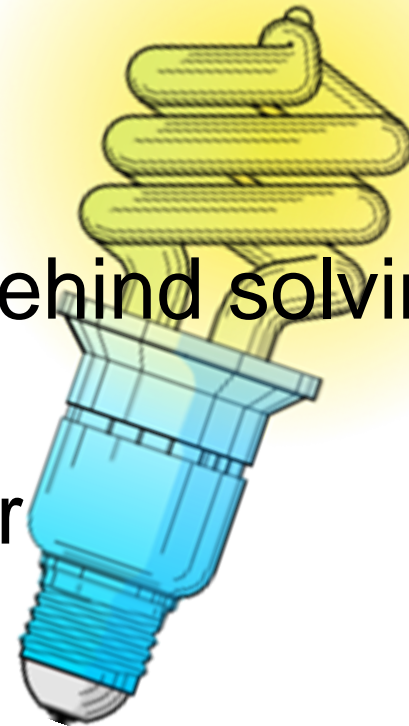


- Before the recovery can start management needs to understand there is a problem.
- The recovery process consists of four steps:
 - Audit
 - Analysis
 - Negotiation
 - Execute
- Key: Find root causes for all problems and solve them.

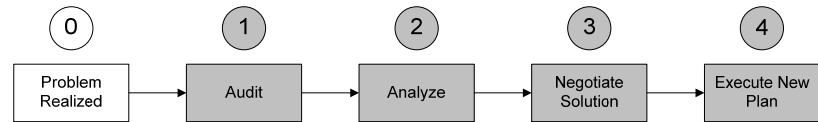
Realization



- Need admission of a problem
- Funding for a recovery
- Recovery Guidelines
- Senior management clout behind solving the problems
- Assign a Recovery Manager



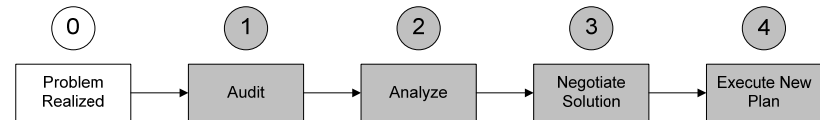
Why



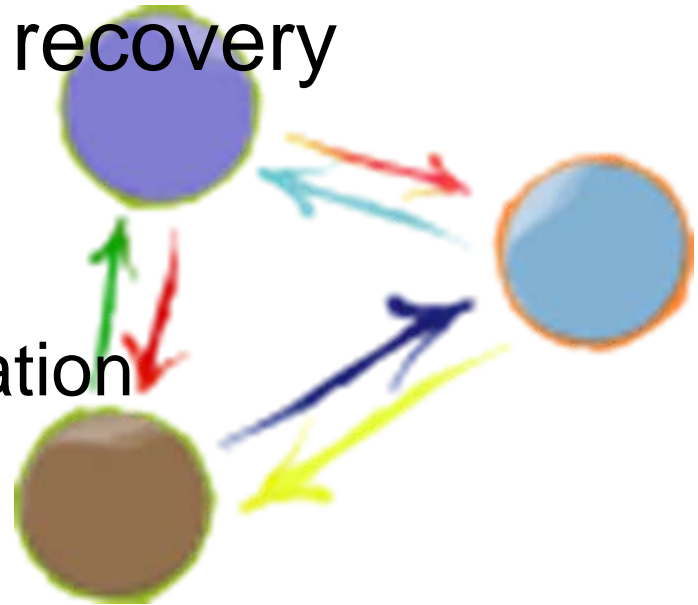
- Example: Not understanding the project constraints



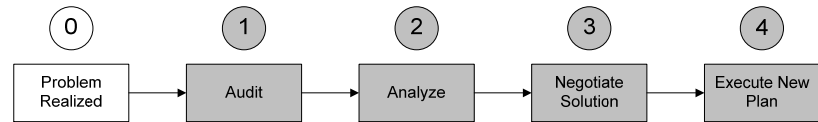
Recovery Guidelines



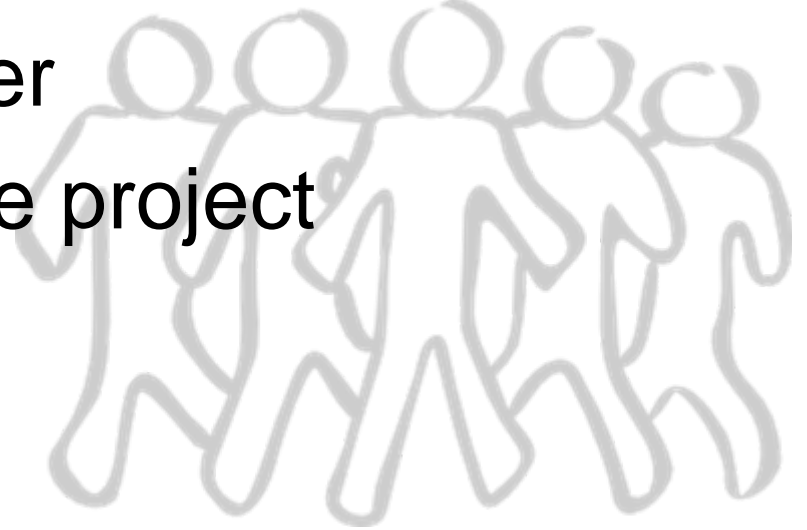
- Provides a Mission Statement
- Redefines the triple constraints
- Sets the bounds on the recovery
 - Cancellation
 - Resource reallocation
 - Other factors, like reputation



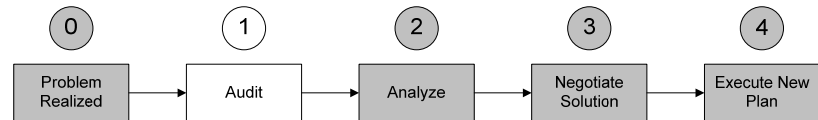
Recovery Manager



- Objective/honest broker
- Not associated with the project
- Relative experience
- Four lessons:
 - The answers are in the team
 - A strong team can surmount many problems
 - Stay involved with the team
 - Objective data is your friend



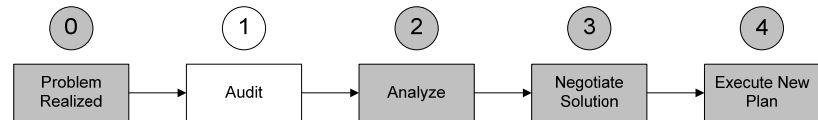
Audit



- Access to all stakeholders
- Interviews unveil the problems
- Three questions:
 - What is wrong with the project?
 - How would you fix the project?
 - What do you need from me?
- Audit needs to be factual and non-judgmental



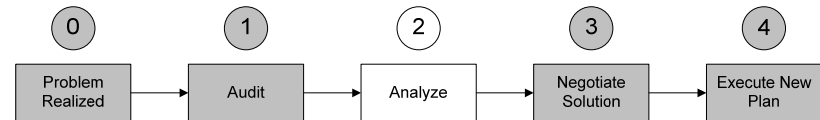
Examples



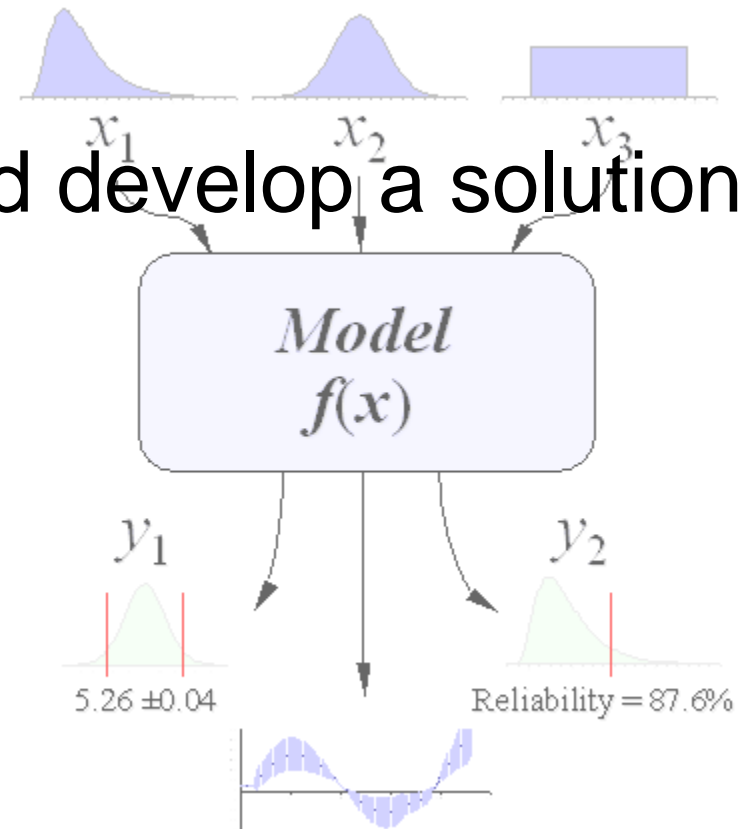
- Example: Animosity in the audit:
 - Stockholm Syndrome
 - Auditor's loyalty



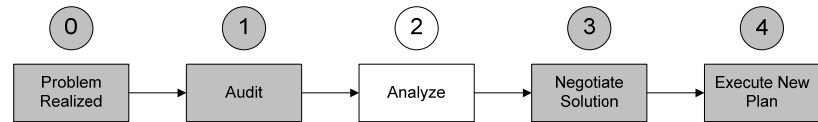
Analysis



- Compile the problems to find common threads
- Find root causes and develop a solution
- Technology's role
- Methodology's Role



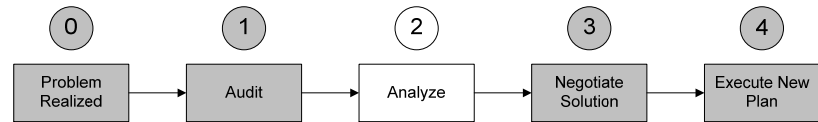
Technology's Role



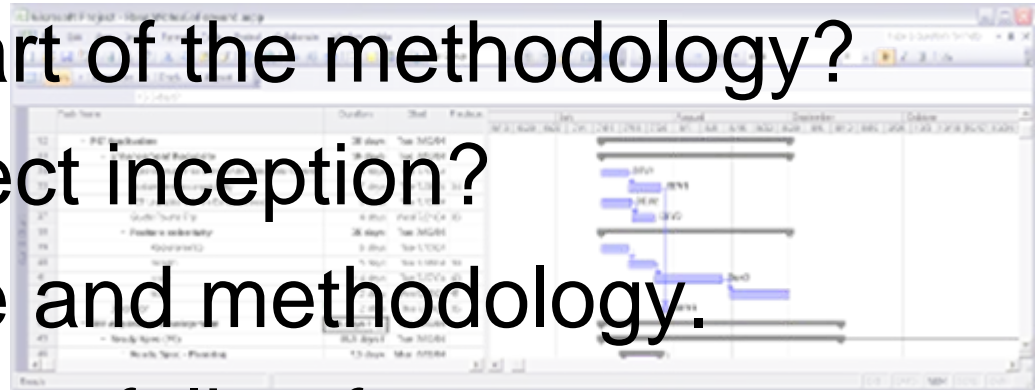
- In most cases the customer should be unconcerned with technology.
- Technology is part of scope; it is not an implementation detail.
- Scope increases to fill the technology
- Extensibility is only in scope when it is in the customer requirements and bid.
- The architect should not overbuild the solution.
- Second system effect.



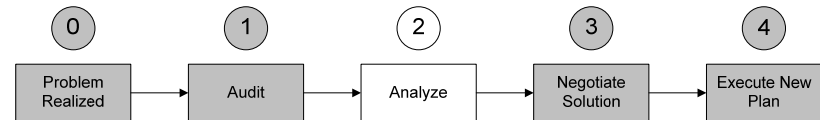
Methodology's Role



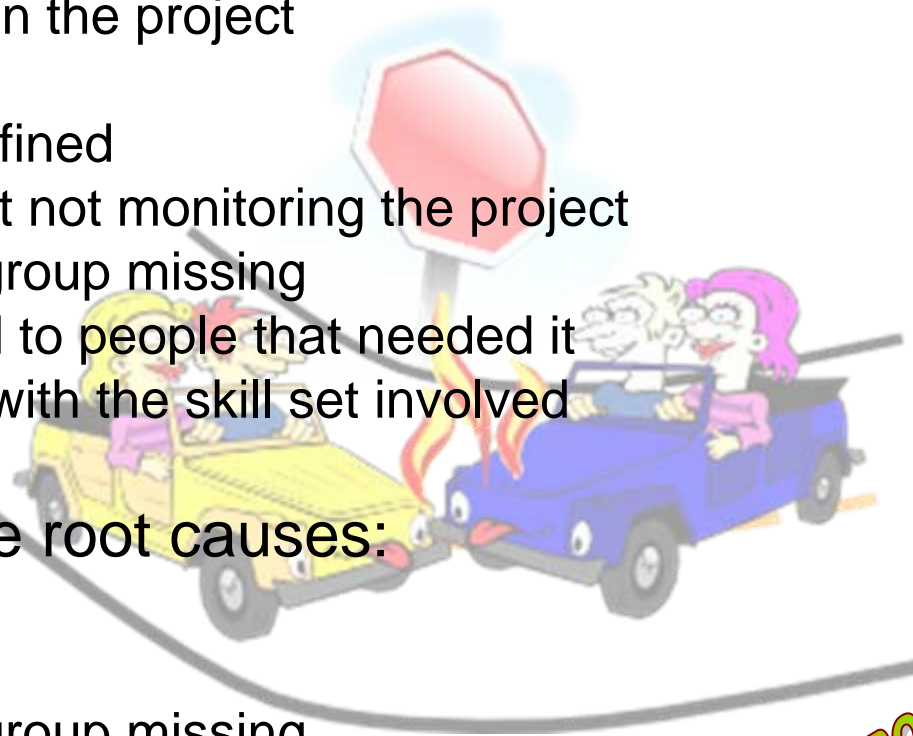
- What if the customer is not really sure what they want?
- Is multitasking part of the methodology?
- When is the project inception?
- Corporate culture and methodology.
- Projects need a portfolio of processes
 - Agile
 - Critical Chain



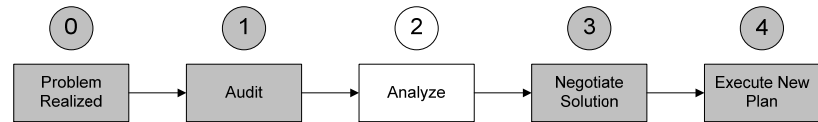
How Many Problems?



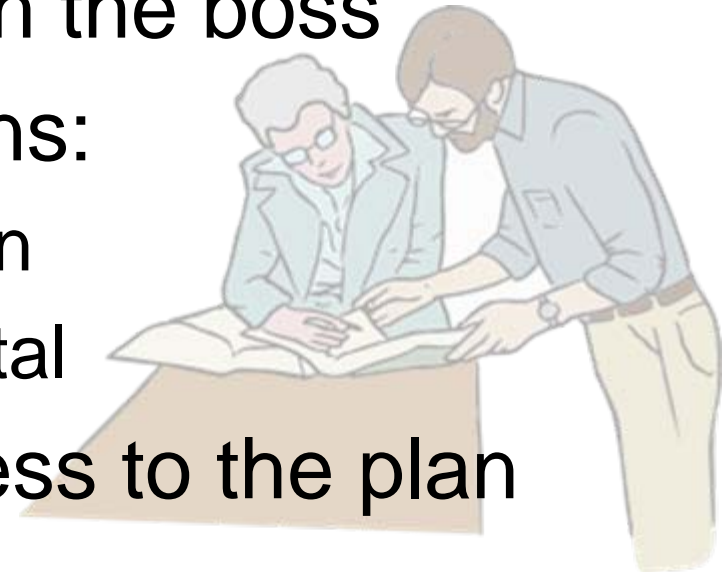
- Following is a representative list of issues cited in one project:
 - Scope creep
 - Maintenance included in the project
 - End user not defined
 - Project Sponsor not defined
 - Executive Management not monitoring the project
 - Product maintenance group missing
 - Authority not delegated to people that needed it
 - Trying to do too much with the skill set involved
 - No decision making
- Only three of these are root causes:
 - End user not defined
 - No decision making
 - Product maintenance group missing



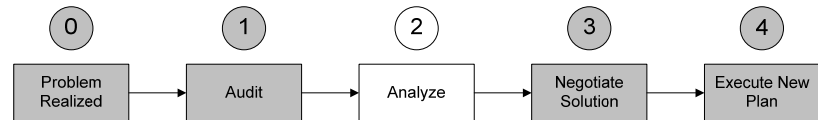
Formulate a Plan



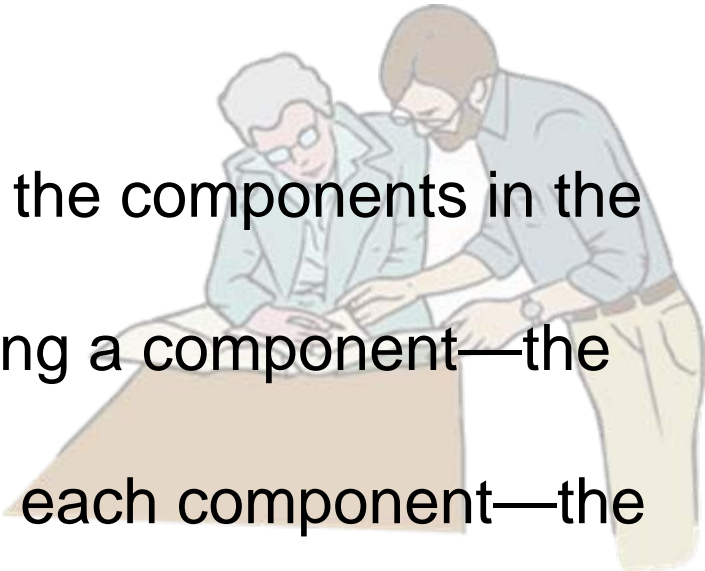
- Meet with all key stakeholders
- Representatives are okay, but need at least one meeting with the boss
- Listen to their concerns:
 - Fold them into the plan
 - Develop a good rebuttal
- They need open-access to the plan



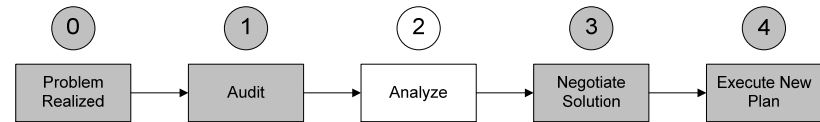
Formulate a Plan



- Need three plans:
 - The Primary Option meets the Recovery Guidelines
 - The other two provide more and less than the Recovery Guidelines
- Tuning options:
 - The relative importance of the components in the product
 - The significance of removing a component—the consequence of failure
 - The rank of the features in each component—the wish list



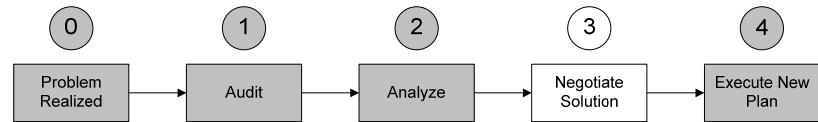
Examples



- Example: Big Bang
 - Three years development with only one weekend to deploy
- Example: Maintenance in Project
 - Remove into a subproject

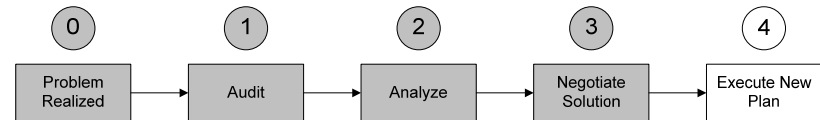


Negotiate



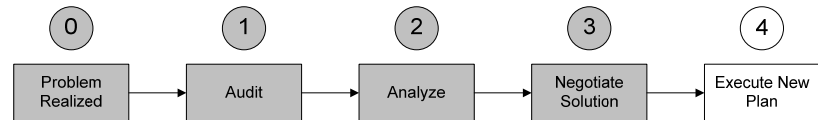
- The goal is to get agreement to move forward with the plan
- The meeting should be a review rather than proposal
- The group needs to come to an agreement to buy-off the plan
- High-level flow:
 - What the plan provides
 - What is missing and the consequence to the product
 - Wish list items to swap in and out

Execute



- Implement the corrective actions to fix the root causes
- The same as a successful project:
 - Old problems resurfacing
 - Root causes not all found
 - Irresolvable problems
 - Overreaction by management
 - Tainted project
 - Scope creep once the new scope sinks in

Examples



- Example: Realigning the team
 - Focus on a new objective
- Example: Realigning the Management
 - Making sure everyone is aligned to the new scope



Thank You!

Questions?



Contact

Todd C. Williams

1-360-834-7361

todd.williams@ecaminc.com

<http://ecaminc.com>

<http://linkedin.com/in/williamstdd>

eCameron, Inc.

July 15, 2009
©2009 eCameron, Inc.

**BACK FROM RED
LECTURE SERIES**