

# Rescuing a Project in Crisis – Triage and Recovery

WCP

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## About this course....

*Rescuing a Project in Crisis* reflects WCP's commitment to providing our clients with the type of project management training necessary to deal with the challenges of project management in the real world. Created by Jack Hellberg, — a long time associate of World Class Productivity — this course is designed for experienced project managers seeking to prepare themselves for the challenge most project managers shy away from.

*"Very good subject matter. Should be added to the PMBOK®"* — participant, public workshop

*"Jack was well able to adjust to the group's interests and learning styles. A true pleasure to learn from/with him"* — participant, public workshop

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"So, you are the new project manager".

With these words come predictable challenges and the necessity for unusual project management techniques. Consider the likely circumstances of being the second or third project manager: the organizational set-up is firmly established. Natural leaders have emerged from the team and may be giving un-coordinated directives. Little or no Management Reserve is left in terms of patience, time, cost, or scope flexibility. Most or all of the slack time is gone, while technical problems have emerged. Negative team attitude about the project and its management poisons the atmosphere. Clients, in the meantime, have formed poor opinions about the project team and its organization, and Management is deeply involved in the day-to-day control of each activity. All this before the first meeting is called.

Will this assignment be a disaster? Or can you recover the project and further your reputation as a talented project manager?

*Rescuing a Project in Crisis* is a unique 2-day course for special circumstances. It gives participants a special understanding of why a project is in trouble, underlying symptoms, and contributing causes. Participants learn the Three Envelope Strategy and special approaches to get the project on a road to recovery. The four-step 'Williams Recovery Process' identifies the initial and crucial steps required for a project recovery program. Participants also discuss the potential risks and benefits of trying to turn a project around where previous project managers did not succeed.

*Rescuing a Project in Crisis* is based on the documented case study of a major company. Special concern is given to challenges of Problem Recognition, Team Disintegration, Communication Disconnects, Project Control Loss, and Control Strangulation.

Please see the following pages for the full course description.

# Rescuing a Project in Crisis

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This 2-day advanced course provides project managers with special tools for when they are being brought in as the second or third (or fourth...) project manager on a project. It includes the four-step 'Williams Recovery Process' and is taught by an instructor with several years experience specializing in project recovery.

## Who Should Attend

Experienced Project Managers should attend if they

- Anticipate being put in charge of a project already in progress
- Are considering a career as Project Consultants or contract Project Managers
- Would like to be known as a go-to person when other people's projects are in trouble
- Wish to improve their ability to recognize the signs of a project in crisis
- Wish to be more competitive in today's job market

## Materials

- Study Guide of presentation including tools and templates
- Framed certificate of completion

## Learning Objectives

Participants of this course will be able to...

- Identify typical underlying causes for projects that get into trouble
- Recognize the symptoms of a project in crisis
- Identify common circumstances and conditions of walking into a project in crisis
- List risks and benefits of taking over a project in crisis
- Follow the needed steps to start the project on the road to recovery
- Draw upon techniques for re-motivating the project team
- Identify and seek means of resolving problems with project communication
- Draw upon techniques learned to regain project control

## Prerequisites

In addition to the following prerequisites, prior to taking this course participants should have hands-on project management experience.

- 3-day Project Management Essentials (or its equivalent)
- Completion of WCP's 'Sponsorship' course is an asset but not required

## Course Outline

### DAY1

- **Module 1 — Introduction and Welcome**
- **Module 2 — Key Causes to Project Crisis**
- **Module 3 — The Crisis Managers Challenges**
- **Module 4 — Stakeholders' Crisis Acknowledgement**
- **Module 5 — Project condition Problem Analysis**

### DAY 2

- **Module 6 — Corrective Action Planning**
- **Module 7 — Rebuilding Team Dynamics**
- **Module 8 — Control Recovery**
- **Module 9 — The Next Iteration**
- **Workshop Wrap-Up**

## Additional information

- Participants qualify for 14 Professional Development Units (PDUs).

## For more information contact

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