

# Rescuing Projects

CDT824

This course gives project managers and their superiors a concrete framework for identifying problem projects, assessing project issues, planning a project intervention, executing an intervention, and planning to avoid similar problems in the future. An extensive case study is included, which provides each student with an opportunity to apply the methodology presented in the course to a realistic project scenario.

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## Audience

- Project Managers
- Directors and other executives who manage project managers

## Prerequisites

- CDT820. Information Technology Project Management
- CDT821, Project Planning and Control Workshop

## Course Length

- Three Days

## Learning Objectives

- Recognize a problem project
- Describe a four-phased project intervention approach
- Develop a diagnosis for a problem project
- Define a project rescue approach
- Build a new project or rescue plan
- Manage the intervention process
- Develop a useful inventory of lessons learned
- Develop a plan for adopting industry best practices

## Teaching Methods

- Lecture
- Checklists and questionnaires
- Practical case study

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## Course Outline

TG5

### Troubled Projects

- Recognizing the Warning Signs
- Four-Phase Intervention
- Rescue Deliverable Framework
- Early Detection Questions

### Assessment

- Diagnosing the Situation
- Risk Management
- Assessment Questionnaire

### Planning the Intervention

- Establishing a Management Control Office
- Defining the Project Rescue Approach
- Building a New Project or Rescue Plan

### Executing the Intervention

- Managing the Intervention
- Incremental Adjustment
- Execution Phase Questionnaire

### Post-Intervention

- Forensic Project Review and Lessons Learned
- Realigning with Industry Best Practices
- Post-Intervention Questionnaire

### Intervention Techniques

- Conflict Management
- Building Consensus
- Group Relationships
- Additional Tools
- Virtual Database of Experiences and Techniques.