

Inherited Projects: Opportunity or Nightmare?

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Communication?

◆ *Exercise*

- ▲ *Draw a line and label it A*
- ▲ *Draw a line perpendicular to A and label it B*
- ▲ *Draw a line parallel to A and label it C*
- ▲ *Draw a line perpendicular to A and label it D*



Reasons for PM Replacement

- ◆ *“Hit by a bus”*
- ◆ *“Bailout”*
- ◆ *“More important things”*
- ◆ *“You’re Outa Here”*



Why Me?

- ◆ *Questions???*
 - ▲ *Previous PM*
 - ▲ *Why change*
 - ▲ *Team*
 - ▲ *Snapshot*
 - ▲ *Sponsor*
 - ▲ *Work or Manage*



Existing Conditions?

- ◆ *Hired to run the project*
 - ▲ *Methodology*
 - ▲ *PM Control Book*
 - ▲ *PMI Standards*
 - ▲ *Roles and Responsibilities*
 - ▲ *Authority*
 - ▲ *Anyone on the team considered?*
 - ▲ *Mentoring?*
 - ▲ *Politics*



Existing Conditions?

◆ *“An Insider”*

- ▲ *Roles and Responsibilities*

- ▲ *Authority*

- ▲ *Anyone on the team considered?*

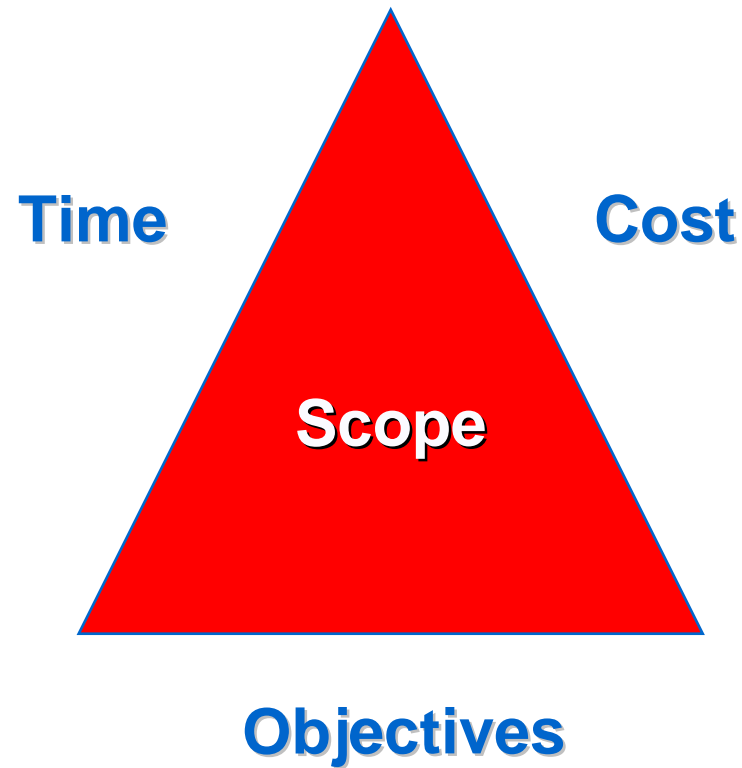


What is Success?

- ◆ *Customer*
- ◆ *Management*
- ◆ *Team*
- ◆ *Critical Success Factors*
- ◆ *Critical Success Measures*

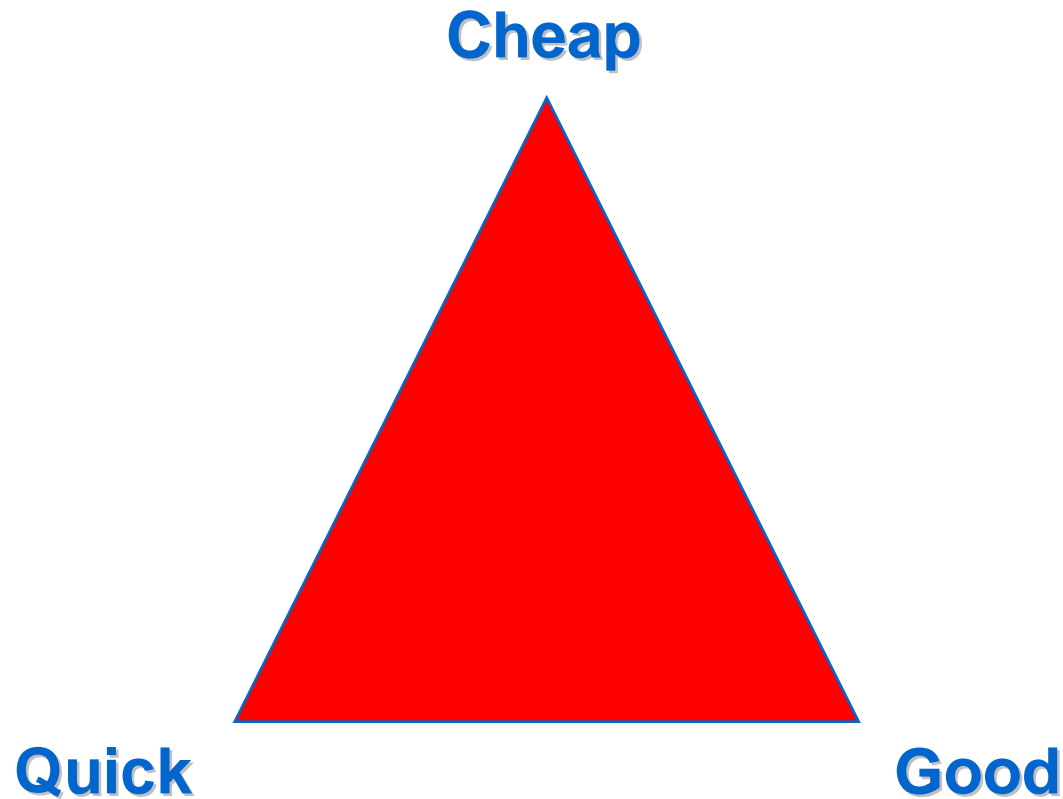


Project Elements





Reality Triangle Trade-off





Investigation Items

◆ *Initiation*

- ▲ *Customer identified*
- ▲ *Delivery Date*
- ▲ *Needs Verification*
- ▲ *Profitability*
- ▲ *CBA / Feasibility*
- ▲ *Stakeholders*



Investigation Items

◆ *Planning*

- ▲ *Buy-in*
- ▲ *Goal – Objectives - Deliverables*
- ▲ *WBS*
- ▲ *Skills Inventory*
- ▲ *Resource Matrix*
- ▲ *RAM*
- ▲ *Phased Approach*



Investigation Items

◆ *Planning*

- ▲ *Risk Analysis*

- ▲ *Priority*

- ▲ *Inclusions and Exclusions*

- ▲ *Training Development*

- ▲ *Prototyping or Modeling*

- ▲ *"Go Live"*



Investigation Items

◆ *Scheduling*

▲ *Estimating method*

▲ *Expression*

◆ *Effort*

◆ *Elapsed*

▲ *Displays*

▲ *Critical Path*



Investigation Items

◆ *Executing*

- ▲ *Quality of Deliverables*

- ▲ *Budget*

- ▲ *Milestones*

- ▲ *Turnover*



Investigation Items

◆ *Controlling*

- ▲ *Integrated Change Control*
- ▲ *Scope*
- ▲ *Cost*
- ▲ *Quality*
- ▲ *Performance*
- ▲ *Status Reporting*



Timeout Needed?

- ◆ *Missing pieces*
- ◆ *Time to create*
- ◆ *Damage control*
- ◆ *Recovery*
- ◆ *Team building*
- ◆ *Motivation*
- ◆ *Estimate revision*

Stay on Top of These!

- ◆ *Communication*
- ◆ *Critical Path*
- ◆ *High Risk*
- ◆ *Quality*
- ◆ *Customer Relationship*
- ◆ *Critical Success Factors*
- ◆ *MBWA*





Survival Help !!!

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- ◆ *On-Site Classes and Mentoring*
 - ◆ *Capstonedevint.com*
 - ◆ *205-849-8678*