The Business Analyst’s Role in Troubled Project Recovery
Welcome

• Thank you for joining us for this College of Continuing Education webinar

• The Business Analyst’s Role in Troubled Project Recovery

• Moderator: Bonnie Sova
  Information Center Representative
  College of Continuing Education
Please submit questions at any time during the webinar. Questions will be addressed at the end of the webinar as time permits.

Click the “Q&A” button.

Type your question and click send.
Webinar Recording

• A link to a recording of this webinar will be e-mailed to all registrants

• You can expect to receive the webinar link in the next few days at the e-mail you submitted during your registration
Brief Biography

Devan Shepherd, Ph.D., is the author of Sams *Teach Yourself XML in 21 Days*, 2/e, ISBN: 0-672-32093-2. He has more than 35 years of progressive experience in the IT industry as a developer, executive, solutions provider, and instructor. Devan runs, as CEO and Chief Technical Officer, XMaLpha Technologies, LLC ([http://XMaLpha.com](http://XMaLpha.com)), a successful consulting and technology training firm. A laureate and recipient of the *Smithsonian Institute Award for Innovation*, Devan was also honored to have received a *National Business Leadership Award* from the Congress of the United States.

As a management consultant and business analyst, Devan has been engaged to work on numerous “troubled” projects to help a variety of organizations get their efforts “back on track.”

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In his spare time, Devan is a Commercial & Airline Transport Pilot and FAA-certificated Flight Instructor. With numerous certifications and credentials, he is specially qualified in Technically Advanced Aircraft. Some of his aviation certificates and ratings include: CFI, CFII, MEI, IGI, AGI | Commercial ASEL, ATP AMEL, IA, ASES | TAA, CACFI, FITS-CFAI | CFI-CI, CPL(A)/IR | FAA Safety Team Lead Rep.
Sobering Statistics about Projects…

• University of Oxford 2012:
  – Studied 5400 projects over $15M each
  – 17% were so bad that they threatened existence of company
  – 45% over budget
  – 15% over time
  – 56% delivered less value than expected

• KMPG 2012:
  – Studied 1000’s of cross-sector projects
  – 70% of organizations suffered a “significant” project failure

• IBM 2011:
  – Studied 1500 organizations with change management implemented
  – 60% failed to meet budget, schedule, or quality goals
  – **Best organizations are 10 times more successful than worst organizations**
Whether a troubled project ultimately succeeds or fails depends on the effectiveness of the actions taken to recover it…
Recovery Attempts Are Not Unusual…

• The literature suggests:
  – For the years 2011 – 2014…
  – Approx. 72% of businesses had a project recovery intervention

• Reported project recovery by industry:
  – Information firms – 90%
  – Finance – 75%
  – Manufacturing – 71%
  – Professional services – 62%

• However *most* project recovery efforts go “unreported”
Methodology Issues

• Gartner Group:
  – >25% of companies have no project methodology at all
  – Most companies have no process (formal or informal) for recovery

• The “wrong” versus the “right” methodology in place
  – Waterfall vs Agile discussion…
Why Do Projects “Fail”? 

1. Requirements  
2. Resources  
3. Schedules  
4. Planning  
5. Risks  
6. Human Factors
It is almost never just one issue…
5 Why’s

1. Why were you late to work?
   – Traffic was bad

2. Why was traffic bad?
   – I left later than normal

3. Why did you leave later than normal?
   – I slept in

4. Why did you sleep in?
   – My alarm did not go off

5. Why didn’t your alarm go off?
   – Batteries are dead in my alarm clock

• Solution:
  – Buy new batteries
Ishikawa

Cause

- Equipment
- Process
- People

Secondary cause

Primary cause

Effect

- Materials
- Environment
- Management

Problem
Brainstorming

- A team often knows that it is dysfunctional
- Give the team permission to discuss it
### 6-3-5 Brain Writing

- 6 people ---- 3 ideas ---- 5 minutes

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JAD

Flip chart sheets

White board

Screen

Projectors

Printer

Computers

Name cards

Name cards
Sometimes We Need New Metrics…

Lesson-Learned: There may be other important factors…

Project Outcomes
Recovery Is a Process…

- Admit there is a problem
- Improve communications
- Redefine the project
- Add or remove resources
- Ensure the proper mix of skills
- Resolve technology issues
- Manage the recovery
Thank You For Attending

Look for an e-mail with a link to this presentation in the next few days.

Upcoming course dates:


For more information:

www.cce.umn.edu
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