



PROJECT RESCUE GUIDE

**HOW TO IDENTIFY, CORRECT, &
PREVENT FAILING PROJECTS**

MOVING FROM PROJECT FAILURE TO **PROJECT SUCCESS**

COMMUNICATION

ENGAGEMENT ADOPTION ACCOUNTABILITY TRUST

COLLABORATION

SHARED VISION

TRUST

ENGAGEMENT
ADOPTION
ACCOUNTABILITY

COMMUNICATION SHARED VISION COLLABORATION

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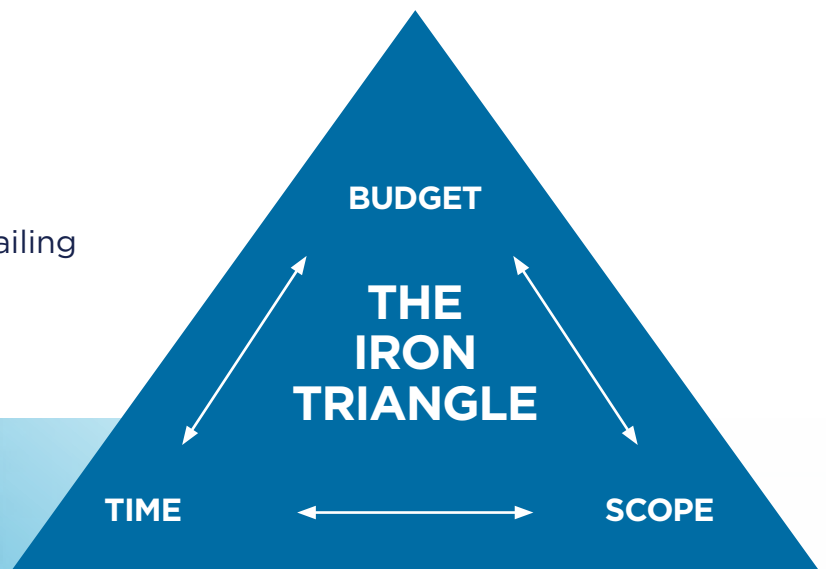
@imagine

THE 101 OF PROJECT RESCUE

Recent studies show that 68% of IT projects fail and that success in IT projects seems "improbable." eimagine defines Project Rescue as projects that are missing the mark. Whether it be time, cost, scope or adoption, it is necessary to address these critical components to move the project back to success . Project rescue can occur at any point in the project lifecycle and to help steer your project towards success, we have outlined the following key Project Rescue points:

HOW TO:

- 1 Identify Failing Projects
- 2 Correct Failing Projects
- 3 Prevent Projects from Failing



1 HOW TO IDENTIFY FAILING PROJECTS

A key element to identifying failing projects is to investigate and be aware of people issues. Projects typically do not fail due to technology problems, projects fail due to people problems.

THE TOP 5 PROBLEMS CAUSING PROJECT FAILURE ARE:

- 1 Lack of Project Transparency:
Showing weakness is inherently showing strength
- 2 Lack of Stakeholder and User Engagement
- 3 Poor Communication:
Mean what you say & say what you mean
- 4 Mistrust
- 5 Lack of User Adoption



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The earlier you identify and detect a failing project, the greater chance of success you'll have turning the project around relative to your timeline, budget and scope.

— Laura Hansen

2 HOW TO CORRECT FAILING PROJECTS

THE TOP 5 STEPS TO CORRECT FAILING PROJECTS ARE:

- 1 Be Transparent
- 2 Stop, Look and Listen
- 3 Re-Baseline:
Are you measuring success using the right metrics?
- 4 Solicit Client feedback
- 5 Perform an Earned Value Analysis



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Correcting failing projects begins with collaboration and transparency. It is not about who and what is to blame, it's about why we are failing and how do we rescue the project.

— Laura Hansen

3 HOW TO PREVENT PROJECTS FROM FAILING

When beginning a new project or once a project has been rescued, steps need to be implemented to prevent projects from failing.

TOP 5 STEPS TO PREVENT A PROJECT FROM FAILING:



Communication

Speak up!
& listen.



Setting Clear and Measurable Meeting Expectations



Celebrate Wins

Kudos go a
long way!



Define a Product Owner

Give someone
the opportunity
to be the
champion



Host Retrospective

We know
these aren't
always fun...
but they work



LESSONS LEARNED



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eimage knows the right questions to ask to get to the project headed towards success. Their transparency allowed us to collaborate in a way we hadn't with previous vendors. eimage is unique in their unwillingness to rush through something 'just to get it done.' They spend time getting to the root of the problem.

—Patrick Evans, Indiana Utility Regulatory Commission

Experience tells us that software projects fail for people reasons and not technology reasons. After all, software does not configure and manage itself to a deliverable, people do. For people, and ultimately projects, to succeed, people need to be:

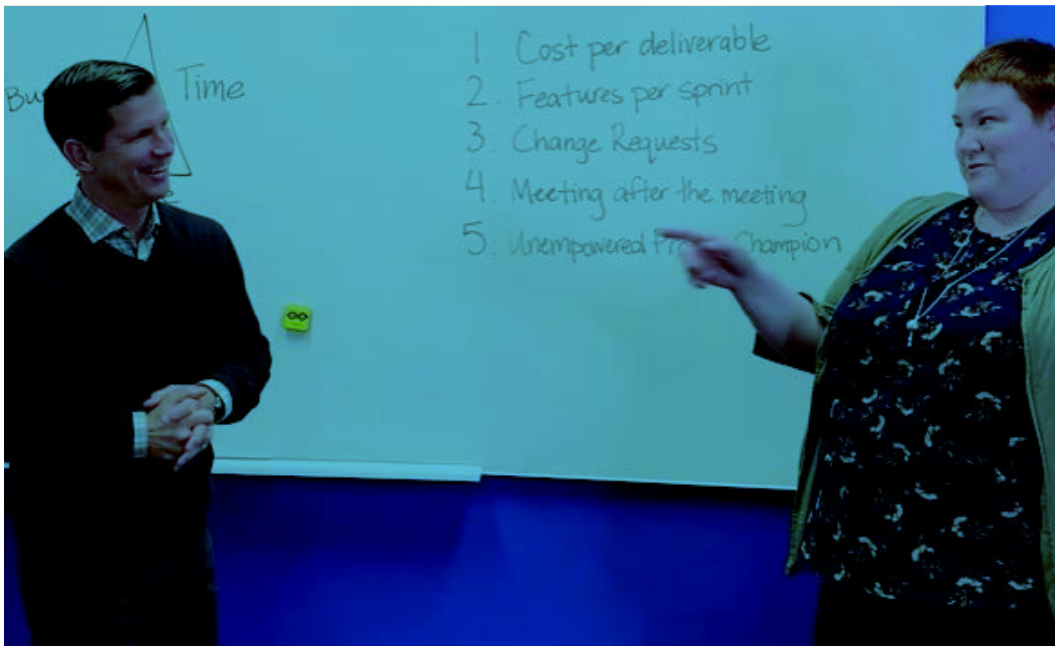
- 1 Transparent in their communication:
Keep the literal & figurative door open
- 2 Collaborative in their approach
- 3 Re-Baseline: *Expectations, requirements, and ownership*
- 4 Have a shared vision of success

When software teams embody these traits, they actually can adopt failure as a part of their process. A concept used within the software community, “fail fast”, recognizes that failure happens. It is nearly impossible to *not* miss the mark in some capacity, especially when working on something as flexible as software. The key is to actually fail fast, to recognize it and to course correct quickly. Often, breakthroughs in projects happen when failure is the activation agent and rescue is the outcome.

CONTACT US

To learn more about our experiences rescuing projects and if we can help you, please contact us at:

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JOEL RUSSELL

Founder & CEO

Joel founded eimage nearly 20 years ago with the intention to use technology and business to enhance lives. Having a passion for excellence and a solid foundation in the industry, Joel embodies the eimage philosophy that empowers employees to improve their personal and professional lives, their working environments, and their influence in the community.

LAURA HANSEN

*Vice President,
Project Management Office*

Laura is a leadership theory nerd who has translated her love of all things people into a career in project management. She thrives on corralling the chaos, being irrationally optimistic and doing the seemingly impossible (like turning undisputed failure into wild success).

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