



# Assessing and Recovering Troubled Projects HL257S (6184)

This 2-day course explains and reinforces the need for project control throughout the recovery of challenged projects. It helps you determine the symptoms of a challenged project, create an assessment and recovery process, and prevent future challenged projects.

<b>HPE course number</b>	HL257S
<b>Course length</b>	2 days
<b>Delivery mode</b>	ILT
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## Audience

- This course is appropriate for project managers who want to improve their skills to manage effectively troubled projects

## Prerequisites

- Project Management Fundamentals (HC577S)

## Course objectives

To gain knowledge and skills that you need to:

- Analyze scenarios to identify symptoms of challenged projects
- Establish a process for assessing and recovering challenged projects
- Demonstrate the assessment and recovery process' initiating phase
- Explain the assessment and recovery process' planning phase

- Explain the assessment and recovery process' assessment phase
- Explain the assessment and recovery process' recovery phase
- Explain the assessment and recovery process' managing and transition phase
- Discuss the prevention of challenged projects

## Detailed course outline

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### Module 1: Overview of the Project Assessment and Recovery Process

- Project success drivers and industry success statistics
- Definition of project outcomes
- Causes and symptoms of challenged projects

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### Module 2: Developing an Assessment and Recovery Project Charter

- Components of the assessment and recovery process initiating phase
- Definition of the assessment and recovery scope statement
- Developing an assessment and recovery project charter

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### Module 3: Planning the Challenged Project's Assessment

- The formation and goals of a "Tiger team"
- Documentation and collection of assessment data
- The purpose of assessment interview planning

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### Module 4: Assessing the Challenged Project

- Project assessment activities
- Data collection guidelines
- Data analysis and team problem solving tools
- Guidelines for effective project troubleshooting
- Project recovery options

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### Module 5: Developing the Challenged Project's Recovery Plan

- Definition of recovery
- The development of a recovery plan
- The management of stakeholder expectations
- Performing a stakeholder analysis
- The steps to build an effective communication plan
- Establishing assessment and recovery project control
- Establishment of the Assessment and Recovery Project's recovery baseline

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### Module 6: Managing Project Recovery and Transition

- The execution of the assessment and recovery project's recovery plan
- Achievement of successful project recovery
- The process and guidelines for closing an assessment and recovery project

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### Module 7: Preventing Challenged Projects

- Early warning signs of challenged projects
  - Complexity as a contributor to challenged projects
  - Learning from failures
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## Next steps

Leading and Managing High-Performing Project Teams (HL256S).

- Managing Multiple Projects (HE549S)

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