



IT Turnaround Consulting: Different Solutions for Difficult Times

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Biography

- ◆ Jim Pellerin, President, Ivory Owl Learning Company
- ◆ Specializing in Learning Strategies, Instructional Design, Project Management and Methodologies
- ◆ Specifically consulting, workshops, tools
- ◆ Located in Saint John, New Brunswick
- ◆ www.ivoryowl.com

Turnaround Consulting



What is IT Turnaround Consulting?

- ◆ Problem resolution to an undefined problem
- ◆ Management solutions to management problems
- ◆ Realignment of goals
- ◆ Nothing new
- ◆ Nothing exciting



Management Skills

analytical, problem
solving

solution oriented

persistent

enthusiastic

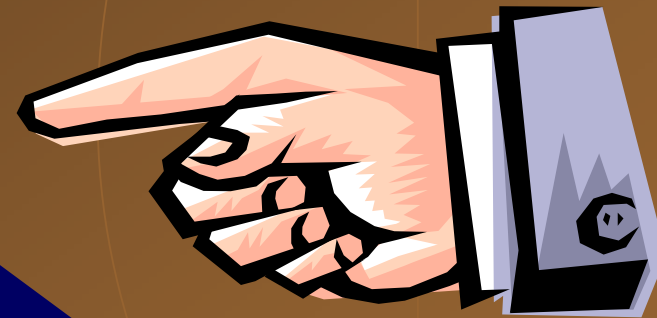
obsessive

interpersonal

negotiating

IT Turnaround Consulting is not:

- ◆ Massive cutbacks
- ◆ Finger pointing
- ◆ Slash and burn



Types of IT Turnaround Consulting

- ◆ Project runaways
- ◆ System problems
- ◆ Service Management Conflict

Project Success / Failure rate

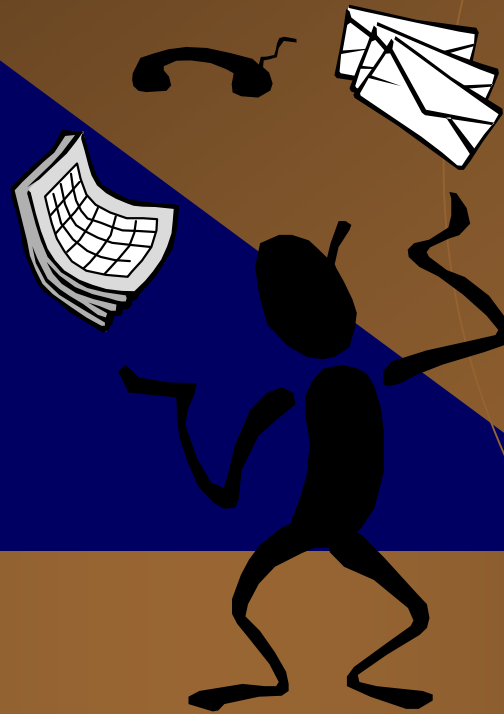
- ◆ Failed - 31%
- ◆ Delivered Late - 53%
- ◆ Successful - 16%

Why Projects fail?

- ◆ Scope not properly defined or understood
- ◆ Changing requirements (lack of scope containment)
- ◆ Resources not available
- ◆ Management not committed
- ◆ etc.

Duties of a Project Management

- ◆ Project Management is a juggling act between quality, schedule and budget.
- ◆ Responsible for scope containment, risk management, quality management, etc.





Turnaround Consulting

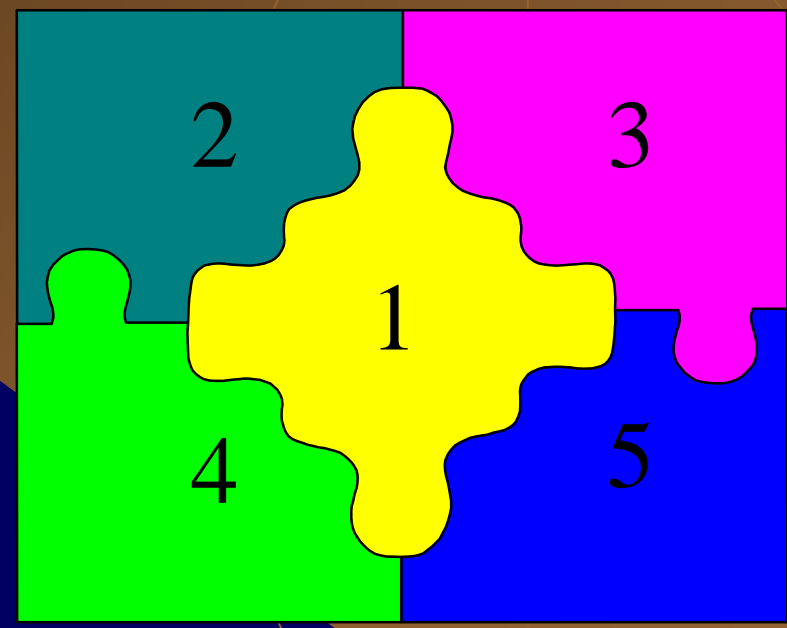
- Don't focus on the ultimate objective
- Look for short term activities to resolve current situation
- Problems are sometimes a choice
- Things may not be as bad as they seem

Resources

- ◆ People
- ◆ Process
- ◆ Tools

Suggested Process

1. Communicate
2. Assessment / Investigation
3. Define problem
4. Determine strategy
5. Redefine goals



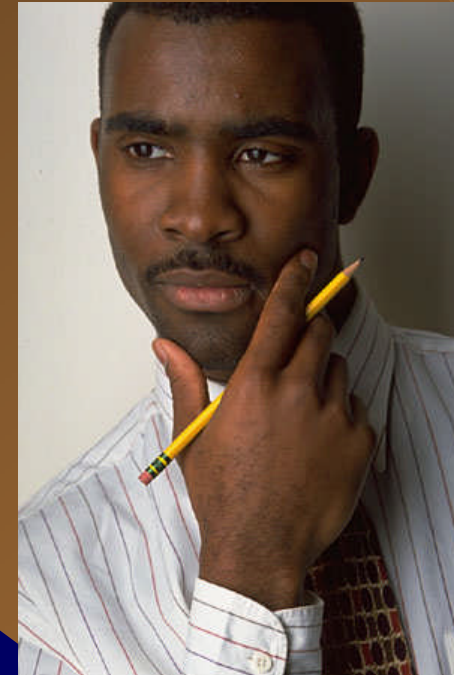
Communicate

- ◆ Project Manager should spend about 70% of his/her time communicating in some form or another
- ◆ Project Manager to Steering Committee
- ◆ Project Manager to Sponsor
- ◆ Team to Project Manager
- ◆ Project Manager to Team



Communicate - lack of

- ◆ Creates a situation that does not exist
- ◆ Creates a sense of a lack of trust between Project Manager and key stakeholders
- ◆ Creates uncertainty
- ◆ The sooner the better



Communicate - plan for the future

- ◆ Begin with one-on-one meetings
 - ◆ a lot of damage to repair
 - ◆ be prepared to take the blame
 - ◆ hostile environment may exist



- ◆ Formal, informal
- ◆ email
- ◆ status updates

Communicate - the last word

- ◆ May have to build / rebuild relationship
- ◆ Build rapport
- ◆ Build trust
- ◆ Under promise, over deliver
- ◆ Start setting proper expectations

Assessment

- ◆ Summary of the current situation
- ◆ Project status
- ◆ Review performance reports
- ◆ Schedule variance, Cost variance, EAC, Risk Items



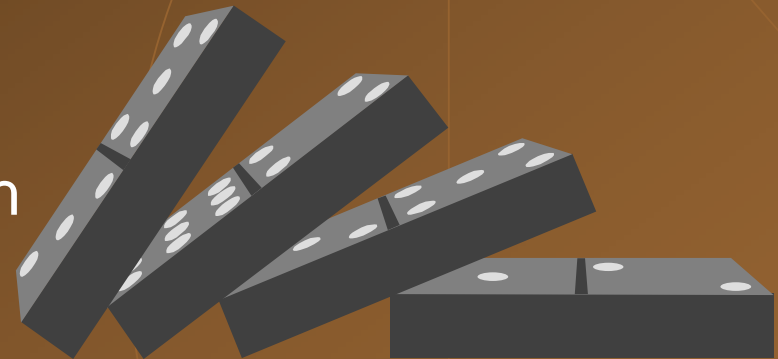
Define / identify problem

- ◆ Sometimes the problem is not what it seems.
- ◆ Symptoms mask or hide the actual problem
- ◆ Use interviews and brainstorming techniques



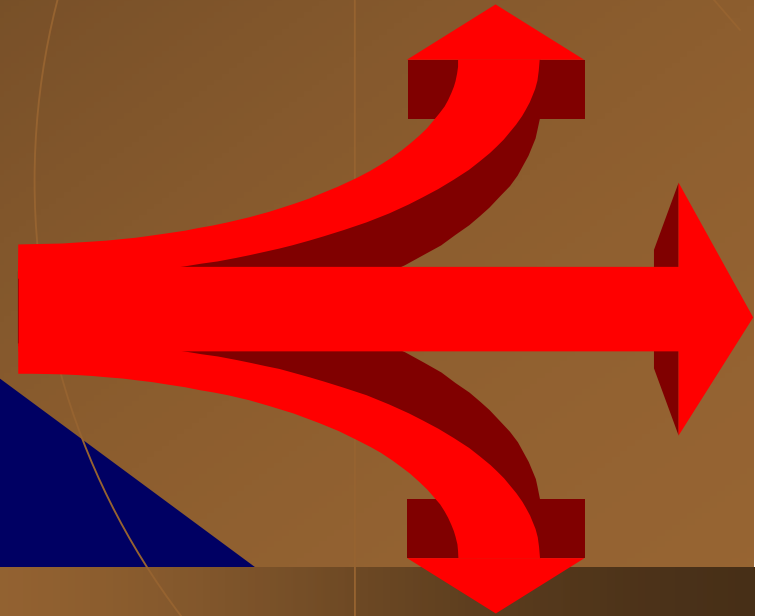
Determine strategy

- ◆ Once problem has been identified, determine approach to move forward with
- ◆ Approach may involve elimination of possible alternative problems
- ◆ Focus on problem reduction / elimination
- ◆ Implement corrective action



Redefine goals

- ◆ Problem has been identified / resolved
- ◆ What can be done
- ◆ Start Project Management Planning process over again
- ◆ Scope / quality
- ◆ Time / Schedule
- ◆ Cost / Budget



Techniques

- ◆ Brainstorming
- ◆ Interviews
- ◆ Team building



Brainstorming

- ◆ Key project team members, Project Sponsor, Project Manager
- ◆ Objective is to find problem, not point fingers
- ◆ If done properly, can serve as a team building exercise



Interviews

- ◆ More open if done anonymously
- ◆ Identify problems
- ◆ May highlight personnel problems
- ◆ May highlight indifferences
- ◆ Identify trends



Team Building

- ◆ Required if a lot of controversy has built up
- ◆ Done to rebuild strained relationships more than to identify problems



Resume Project Management

- ◆ Resume standard Project Management activities
- ◆ Monitor activities to ensure plan is on the right track



Turnaround Completion

- ◆ Situation should now be stable
- ◆ Project back on track, system stabilized or moving in the right direction
- ◆ Duration can be anywhere from 1 week to 1 year or longer depending on the nature and size of the problem



Questions?

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