

# RECOVERY ACTION PLAN

*For failures in project management*



## Do not always recover the project, rethink the business case.



First, **understand** the **business objectives**. If the project does not fit with the objectives, do not recover the project.

## Communicate the start of the recovery



The recovery process is not looking for scapegoats but for solving the problems and conflicts. Failure often depends on several variables, **describe** the current **situation**.

## Dare to abandon the project if necessary



If all these efforts do not yield, dare to let go the project instead of trying to resolve it.



## Redefine the project clearly

Redefine the requirements, the scope, the resources, the goal, the expectations... in order to make sure that every person involved **understands the objective**. Maybe validating the existing project with more details is enough.

## Monitor the project



Critically check and **recheck** the steps made.

## Keep on communicating



Make sure every person involved stays **informed and committed**. Report effectively and honestly about the work in progress and about bad performances.

## Recompose the project team

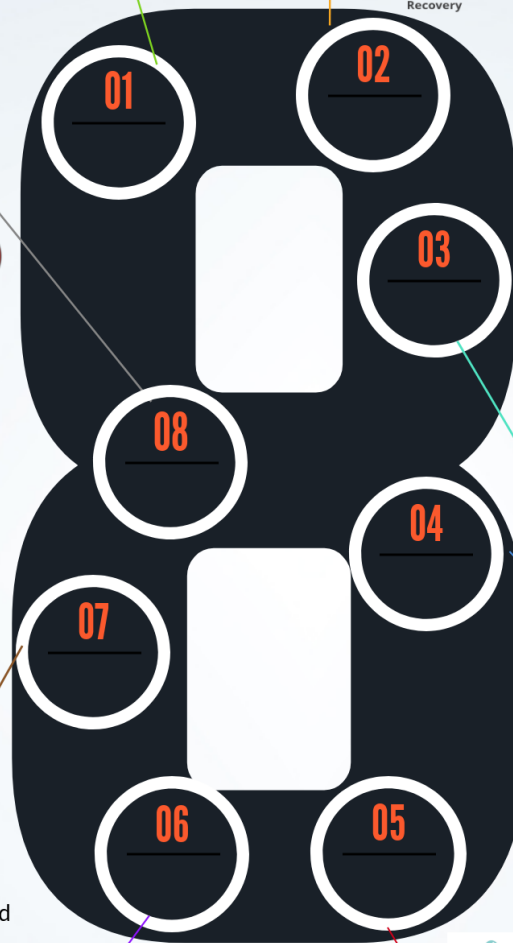


1. Decide who is **consultable, responsible, accountable**.
2. Make sure **representatives** of all fields involved are in the team.
3. Do not forget the **experts**, the influential people, the grassroots.

## Redraft the project planning



Project planning is an **important step** in the life cycle of any project. Rewriting a project plan should be done during the planning stages of a project (recovery) and should be **revised if necessary** throughout the project. (recovery)



# The first business novel about data-driven project management

After several scientific books on project management, it was time for something else!



## The Data-Driven Project Manager

A Statistical Battle Against Project Obstacles

A business novel

Mario Vanhoucke

Apress®

### Capture your audience's attention

Tell them a story!

- Structured as a novel, this book provides real-time simulations of how project managers can solve common project obstacles
- Teaches a data-driven project management methodology which allows project managers to plan, monitor, and control projects while delivering them on time and within budget
- Focuses on integration of three crucial aspects: baseline scheduling, schedule risk analysis, and project control
- Presents different project management planning tools and techniques, such as PERT/CPM, to compare the expected risk of two very similar projects
- Based on case-based lectures given at universities and business schools

### About the book

Discover solutions to common obstacles faced by project managers. Written as a business novel, the book is highly **interactive**, allowing readers to **participate** and consider **options** at each stage of a project. The book is based on years of experience, both through the author's research projects as well as his teaching lectures at business schools.

The book tells the story of Emily Reed and her colleagues who are in charge of the management of a new tennis stadium project. The CEO of the company, Jacob Mitchell, is planning to install a new data-driven project management methodology as a decision support tool for all upcoming projects. He challenges Emily and her team to start a journey in exploring project data to fight against unexpected project obstacles.

**Data-driven project management** is known in the academic literature as "dynamic scheduling" or "integrated project management and control." It is a project management methodology to **plan**, **monitor**, and **control** projects in progress in order to deliver them **on time** and **within budget** to the client. Its main focus is on the integration of three crucial aspects (baseline scheduling, risk analysis and project control) into an integrated **decision-support** framework.

### What you'll learn

- Implement a data-driven project management methodology which allows project managers to plan, monitor, and control projects while delivering them on time and within budget
- Study different project management tools and techniques, such as PERT/CPM, schedule risk analysis (SRA), resource buffering, and earned value management (EVM) and earned schedule management.
- Understand the three aspects of dynamic scheduling: baseline scheduling, schedule risk analysis, and project control

### Who this book is for

Project managers looking to learn data-driven project management via a novel, demonstrating real-time simulations of how project managers can solve common project obstacles

### About the author

Mario Vanhoucke is a professor at Ghent University (Belgium), Vlerick Business School (Belgium), and UCL School of Management (University College London, UK). He has previously written books about project scheduling, risk analysis, and project control. As a professor and researcher, Mario is constantly looking for better ways to measure, improve, and optimise the performance of projects in progress and their resource efficiency. Mario has a background in operations research and management science, and aims at combining research with practice. As a founder of the "Operations Research & Scheduling" research group and leader of more than a million euro research project, Mario sets up collaborations with national and international companies, together with universities in the UK, the USA, and China. He is very active at the Belgian Chapter of the Project Management Institute (PMI) and has been awarded by the International Project Management Association (IPMA). Mario also writes his own project management software tools, both as standalone desktop versions and as integrative tools in company software environments. Mario shares his ideas at various international conferences.



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