



# A Quality Experience

## Some useful books:

- 4 Steps to the Epiphany (Blank)
- The Mythical Man Month (Brooks)
- Death March (Yourdon)
- The Art of the Start (Kawasaki)
- Agile Software Development (Cockburn)
- Getting Real (37 Signals)
- Managing the Software Process (Humphrey)
- The Psychology of Computer Programming (Weinberg)
- Peopleware (DeMarco & Lister)
- Joel On Software (Spolsky)



## Template Suite

We've released a new version of our template suite. Many thanks to those clients and associates involved in the beta program. The templates are on our downloads page:

[zenkara.com/downloads.html](http://zenkara.com/downloads.html)



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## Practical Steps To Recover From a Project Failure

We were recently asked how to recover from a project disaster. You know the sort of project – where everything goes wrong.

What are the practical steps in recovering from a project failure?

### 1. Admit the failure

- Let the project team and sponsor know
- Inform the stakeholders
- Give both time to process the information
- Let the organisation know
- Let customers (who are impacted) know

### 2. Salvage what you can

- Form a swat team with the authority to deal with the issues – simply handing the issue to QA is not sufficient
- Conduct a project review
- Identify the deficiencies and conflicts
- Make the necessary staff changes and let stakeholders know of the changes
- Develop a salvage strategy
- Develop a straight-forward salvage plan to implement strategy in the short term
- Re-scope and split the project if needed
- Revisit the engagement approach
- Revisit the development approach
- Review schedule, cost, scope and progress in the project to date
- Redefine communications and engagement plans

And separately but in parallel to action 2:

### 3. Investigate and analyse what went wrong

- Determine key problem areas – maximum of 8 areas
- Conduct root cause analysis workshops
- Identify staff deficiencies (training, etc)
- Identify estimating, scope and scheduling problems
- Identify people/conflicts and related issues
- Look at company operations – is the project compatible or is there a problem with alignment
- What changes are needed to project resourcing allocation
- Determine PMO and project prioritization and monitoring issues
- Look at KPIs and detailed metrics – are the current thresholds OK or do they need to be tightened?

### 4. Improve the company

- Determine key actions
- Create an action plan or feed the actions into the company's action/improvement plan
- Schedule any additional QA audits to track potential problems
- Determine project management process changes including estimates
- Determine resource allocation changes needed
- Assess the technical capabilities of the development teams – do we need to change?
- Determine several KPIs to measure actual improvements
- Communicate these improvements to customers, teams, users and other stakeholders.

