



PROJECT MANAGEMENT
CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING
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HOW TO RECOGNIZE PROJECT FAILURES AND INITIATE PROJECT RECOVERY

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What is an effective construction project?

- One finished on time and within budget
- Exceeded expectations of all stakeholders
- Done Safely
- Quality Standards



What if a construction project comes up short?

- Causes cost overruns and delays in schedule
- Unsatisfied Stakeholders and potential loss of future business
- Cost overruns consumes contractors profit

Any number of variable can lead to project failures, yet it often comes down to how well leadership performs regulating the project.



Factors affecting project failures

- Under estimating the project
- Scope Creep & Change Orders
- Delays
- Surprise Conditions
- Unclear Specification
- Financing Issues
- Unreliable Workers or sub
- Communication gaps
- Improper Planning

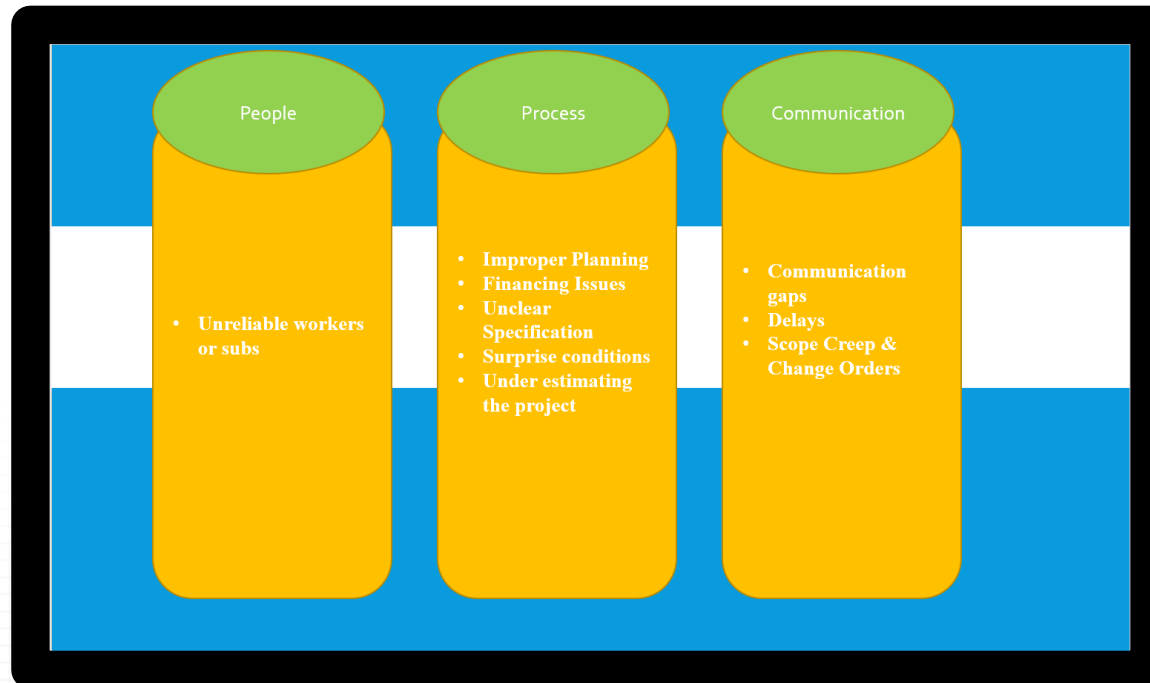


Categorization of Project Failures

- People
- Process
- Communication



Categorization of Project Failures





Assessment process of construction failures

- Define the assessment charter
- Develop the assessment plan
- Conduct the assessment
- Analyze data gathered; prepare findings
- Report findings to stakeholders



Assessment process of construction failures

Project variables common to most construction projects:

- Work breakdown structure or project schedule
- Risk Management Plan
- Deliverable defects
- Human and other resources on project
- Project processes



Project Control and Management Process

- Monitor your schedule
- Clear and concise communication
- Create a sound budget
- Maintain long-term relationships with Client and sub-contractor
- Develop a contingency plan
- Develop a risk matrix
- Proper resource allocation & levelling
- Monthly project update meetings, review of KPI and taking appropriate actions
lagging KPI indicators



Early Mitigation Measure/Lessons Learned

- People
 - Invest in your employee
 - Trust and train your employee
 - Built relationships with clients & sub contractor



Early Mitigation Measure

- Process
 - Track your schedule & cost, take necessary options to bring project back on track using leading and lagging indicator
 - Create a risk assessment charter and assign risk to best suitable party
 - Clear communication and ownership



Early Mitigation Measure

- Last but not the least “Communication”

“Clear and concise communication can either make or break your project”



Conclusion

Evaluating and recovering a failing project can be among the most challenging work for leadership to perform for an organization. Nonetheless, the result can be enormous, since a project brought out of failure can provide significant value to a firm.



Thank You
Any Questions?