

## LUMA Project Recovery

Projects often start off with the best intentions and with clear objectives - to meet set parameters of time, cost and scope. Development projects are prone to unknown delays and events that can impact upon a project success. As soon as the project deviates beyond a manageable level alarm bells sound in the project team and the project is labelled as in trouble. A quick decision is then required — to recover the project or not.

### What can LUMA bring?

LUMA can provide an external, impartial insight to your project and project team. LUMA adopts a holistic and collaborative approach, working with project leads, stakeholders, and related parties, to quickly determine the problems. LUMA can work quickly and accurately diagnose the issues and present reasonable solutions to bring the project back on track. As an independent consultant, LUMA is unencumbered by the project history, culture, and politics, with the primary focus of bringing the project back on track, delivering real business value.

### Summary of key steps:

LUMA Project Consulting has undertaken project recovery on a number of projects and follow a 4-step methodology.

**Step 1: Audit the project.** Review all the project documentation to determine the current project status. Facilitate a workshop with all of the key project stakeholders to understand expectations, issues, and risks. The majority of the problems can be identified through the audit process.

**Step 2: Analysis of the problems.** Analyse every identified problem on the project. Review the project risks and works to complete, ensuring that the basics are put in place, such as redefining or confirming the scope of the project. Identify the real programme timeline and cost drivers. Suspend or eliminate deliverables in the scope that are not immediate requirements and re-schedule to a future date if required. Draw up a new plan aimed specifically at the recovery effort. Be realistic in terms of what is achievable with the current funds and resources.

**Step 3: Negotiate the recommended actions with the major stakeholders.** The stakeholders' support is critical to implementing the recovery plan. Present the recovery plan to the major stakeholders - substantiate each and every action in the plan and negotiate where possible. This negotiation will create new expectations and ownership from the stakeholders. Ensure that the new baselines will be the ones that measurement is made against.

**Step 4: Implement the recovery plan.** Follow a sound project management methodology. Control the project by means of the performance measurement and manage issues actively. Make sure communication channels are open to the stakeholders, keeping them informed is a critical success factor for continued support. Escalate major issues to ensure that the steering committee also takes ownership in the project. Enforce discipline to clearing the set actions— this is no time to relax!