

# Course Description



## Practical Strategies for Recovering Troubled Projects and Restoring Delivery Confidence

### Project Recovery Development Programme

#### Course Summary

Projects do not usually fail without warning. In most cases, warning signs appear early: missed milestones, stakeholder conflict, budget pressure, declining team morale, weak governance, or lack of clarity on scope and outcomes. The challenge is knowing how to diagnose problems quickly, intervene effectively, and restore confidence in delivery.

This intensive five-day experiential programme develops the skills required to assess, stabilise, and recover projects that are off track, underperforming, or at risk of failure.

Through realistic recovery simulations, scenario-based workshops, and structured role play, delegates will strengthen their ability to diagnose root causes, engage stakeholders, make difficult decisions, and lead recovery action in complex environments.

The programme focuses on practical project recovery capability that can be applied immediately to real projects, programmes, and change initiatives.

#### Why Delegates Should Attend

Troubled projects can have major consequences for organisations, including financial loss, reputational damage, wasted effort, reduced stakeholder confidence, and failure to realise intended benefits.

This programme equips professionals to:

- Recognise early warning signs of project distress
- Diagnose the real causes of project underperformance
- Stabilise projects under pressure
- Rebuild stakeholder confidence and delivery discipline
- Reset scope, governance, plans, and priorities where required
- Lead difficult conversations and recovery decisions
- Decide when recovery is viable and when closure or reset is the better option

Delegates will gain the tools, judgement, and confidence required to intervene decisively and improve delivery outcomes.

#### Learning Outcomes

By the end of this programme, delegates will be able to:

- Identify indicators that a project is entering distress

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- Diagnose root causes across leadership, governance, planning, stakeholder, commercial, and delivery dimensions
- Conduct structured project health checks and recovery assessments
- Prioritise and implement recovery actions
- Re-establish control of scope, schedule, cost, risk, and accountability
- Communicate effectively with sponsors, stakeholders, suppliers, and teams during recovery
- Lead teams through uncertainty, pressure, and change
- Decide whether to recover, reset, re-scope, pause, or terminate a project

## **Organisational Impact**

Organisations benefit significantly when leaders can respond quickly and effectively to troubled projects.

This programme helps organisations to:

- Reduce losses associated with failing or underperforming projects
- Improve project oversight and early intervention capability
- Strengthen governance and escalation discipline
- Improve sponsor and stakeholder confidence in delivery
- Build internal capability for turnaround and recovery
- Increase the likelihood of restoring value from distressed initiatives
- Encourage a more open and proactive approach to delivery risk

## **Delegate Impact**

Delegates completing this programme will:

- Develop confidence in handling high-pressure delivery situations
- Improve their ability to diagnose project problems objectively
- Strengthen leadership and decision-making under pressure
- Learn how to rebuild momentum and accountability
- Improve their ability to challenge assumptions and surface difficult truths
- Enhance communication with senior stakeholders during crisis situations
- Gain practical frameworks for project recovery and turnaround

Participants will leave with practical methods, recovery tools, and intervention techniques that can be used immediately in live project environments.

## **Methodology**

This programme uses experiential learning, live scenarios, and recovery simulations to build applied capability.

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Delegates work through an evolving troubled project case study in which the project shows signs of distress across schedule, budget, stakeholder alignment, governance, team performance, and supplier delivery.

Learning methods include:

- Recovery diagnostic workshops
- Project health check exercises
- Role-play stakeholder interventions
- Sponsor and steering group simulations
- Recovery planning sessions
- Crisis communication exercises
- Facilitated discussion and peer reflection

Participants rotate roles such as:

- Project Manager
- Recovery Lead
- Sponsor
- PMO Representative
- Supplier Manager
- Functional Lead
- Steering Committee Member

## Who Should Attend

This programme is designed for professionals responsible for leading, supporting, or overseeing projects that may be underperforming or at risk.

Suitable participants include:

- Project Managers
- Programme Managers
- PMO professionals
- Delivery leads
- Transformation managers
- Sponsors and senior responsible owners
- Governance and assurance professionals
- Consultants involved in project turnaround or assurance reviews

Delegates will benefit most if they have experience in project delivery, governance, or organisational change.

## Day-by-Day Course Outline

### Day 1 – Understanding Project Distress and Recovery

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The first day introduces the principles of project recovery and explores how troubled projects develop.

Topics include:

- What project distress looks like in practice
- Common causes of project failure and underperformance
- Early warning indicators
- Symptoms versus root causes
- The project recovery lifecycle
- The role of leadership, governance, and organisational culture in recovery

Delegates participate in an initial project distress simulation, reviewing a failing project and identifying warning signs, immediate concerns, and likely root causes.

## **Day 2 – Diagnosing the Problem**

Effective recovery starts with accurate diagnosis.

Topics include:

- Conducting project health checks
- Reviewing project artefacts, controls, and delivery data
- Diagnosing issues in scope, schedule, cost, risk, governance, and stakeholder engagement
- Assessing team capability and delivery confidence
- Identifying systemic and behavioural causes of failure

Delegates take part in diagnostic workshops and interview role plays, gathering evidence from project stakeholders and analysing conflicting information to determine the true causes of failure.

## **Day 3 – Stabilising the Project**

Once the issues are understood, the priority becomes stabilisation and control.

Topics include:

- Creating immediate stabilisation actions
- Re-establishing governance and decision-making
- Clarifying roles, accountability, and priorities
- Managing delivery pressure and uncertainty
- Rebuilding sponsor confidence
- Managing urgent risks and dependencies

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Delegates participate in recovery intervention simulations, including steering group briefings, sponsor updates, and urgent team reset discussions.

## **Day 4 – Designing and Leading the Recovery Plan**

Day four focuses on building a realistic and credible route back to delivery.

Topics include:

- Recovery planning principles
- Re-baselining scope, schedule, resources, and milestones
- Reprioritising deliverables
- Managing commercial and supplier issues
- Recovery communications planning
- Balancing short-term fixes with long-term sustainability

Delegates work through recovery planning workshops, developing and presenting a recovery plan for the case study project.

## **Day 5 – Recovery Leadership, Decision Making, and Lessons Learned**

The final day addresses the leadership challenges involved in project recovery and difficult strategic choices.

Topics include:

- Leading under pressure
- Managing conflict and resistance during recovery
- Communicating bad news constructively
- Knowing when recovery is no longer viable
- Reset, pause, terminate, or continue decisions
- Capturing lessons learned and strengthening future delivery capability

Delegates participate in a major project recovery board simulation, where they must defend their recovery strategy, respond to challenge, and make a final recommendation on the future of the project.

The programme concludes with reflection on recovery leadership and applying learning back in the workplace.