

aractech
Global Learning for Operational Leaders

PROJECT MANAGEMENT | PM-061

Project Recovery: Turning Around Troubled Projects

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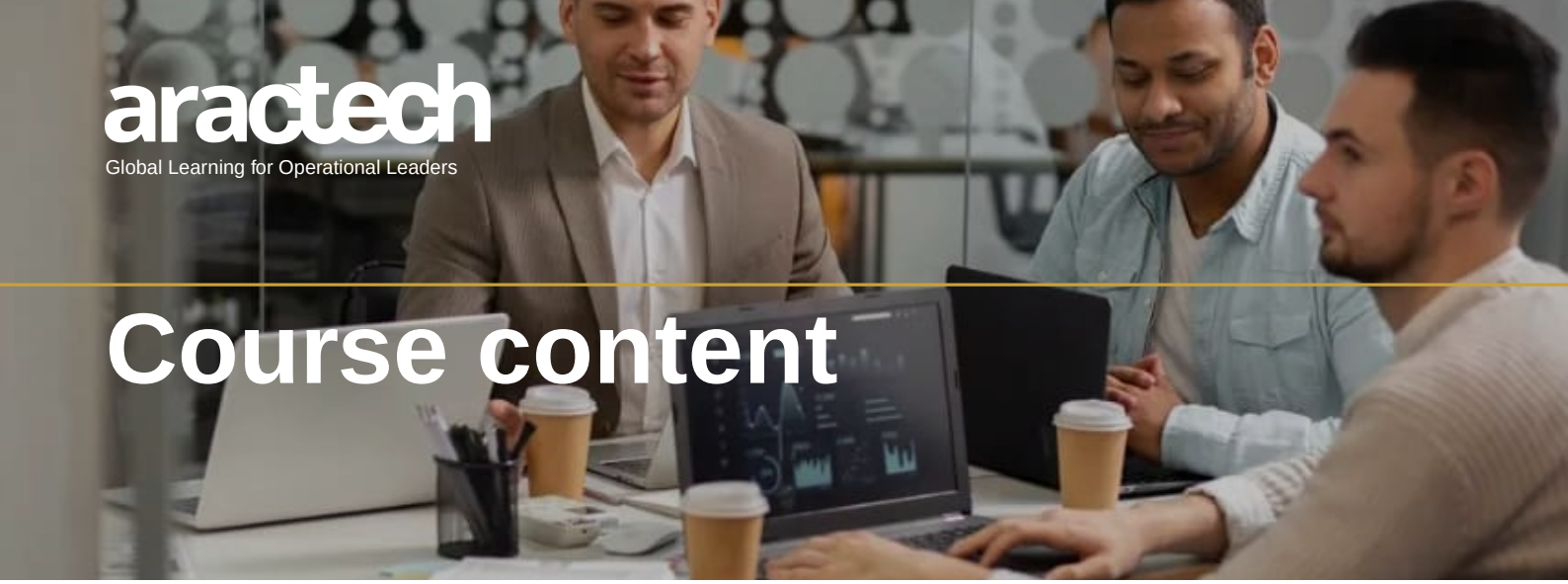

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Course content

Why Attend

Even well-planned projects can get into serious trouble. Missed milestones, cost overruns, unhappy clients, exhausted teams and loss of sponsor confidence are signs that a project needs urgent intervention.

Project recovery is a specialised discipline. It requires an objective diagnosis of what has gone wrong, difficult decisions about scope, schedule and resources, rebuilding trust with stakeholders and leading a demoralised team back to performance.

Course Methodology

• This training course will utilise a variety of proven adult learning techniques to ensure maximum understanding, comprehension and retention of the information presented. This includes an interactive mixture of lecture-led learning, case studies, practical exercises and group discussions.

Course Objectives

• Understand core principles and best practices covered in Project Recovery: Turning Around Troubled Projects.

• Apply practical techniques to day-to-day operational challenges.

• Build an implementation action plan suitable for your organization.

Target Audience

• Project and programme managers

• PMO managers and project assurance staff

• Project sponsors and executives

• Consultants and troubleshooters



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Course outline

Detailed course outline

Day-by-day outline for Project Recovery: Turning Around Troubled Projects.

Day 1 - Why Projects Get Into Trouble

- 09:00-09:34 | Anatomy of Project Failure: Common patterns across industries
- 09:34-10:08 | Root Causes: Poor definition, unrealistic plans, weak governance and people issues
- 10:08-10:42 | Early Warning Indicators: Leading signals that predict trouble
- 10:42-11:00 | Cognitive Traps: Optimism bias, sunk cost and escalation of commitment
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Cognitive Traps: Optimism bias, sunk cost and escalation of commitment (continued)
- 11:46-12:20 | The Cost of Late Intervention: Why early action saves projects
- 12:20-13:27 | Case Studies: Analysing well-known project failures
- 13:27-14:00 | Discussion: Participants share examples of troubled projects

Day 2 - Diagnosing the Troubled Project

- 09:00-09:34 | Initiating a Recovery: Mandate, authority and terms of reference
- 09:34-10:08 | Project Health Assessment: Structured review of scope, schedule, cost, quality, risk and people
- 10:08-10:42 | Interviews and Evidence Gathering: Getting the real picture quickly
- 10:42-11:00 | Schedule and Cost Forensics: Testing the credibility of current forecasts
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Schedule and Cost Forensics: Testing the credibility of current forecasts (continued)
- 11:46-12:20 | Root Cause Analysis: Separating symptoms from causes
- 12:20-12:53 | Reporting the Findings: Presenting an honest diagnosis to sponsors
- 12:53-14:00 | Exercise: Conduct a health assessment on a case study project



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Day 3 - Recovery Options and Decisions

• 09:00-09:30 | Decision Options: Continue, re-scope, re-plan, re-structure or terminate

• 09:30-10:30 | Re-Baselining: Building a realistic and achievable new plan

• 10:30-11:00 | Scope Negotiation: Prioritising essential deliverables

• 11:00-11:30 | Coffee break

• 11:30-12:00 | Resource and Team Changes: Adding, replacing or reorganising resources

• 12:00-12:30 | Commercial Recovery: Contract renegotiation, claims and supplier management

• 12:30-13:00 | Stopping a Project Well: When termination is the right decision

• 13:00-14:00 | Simulation: Recommend and defend a recovery strategy

Day 4 - Executing the Recovery

• 09:00-09:34 | Stabilisation: Quick wins and stopping the bleeding

• 09:34-10:08 | Recovery Governance: Tighter controls, reporting and decision cycles

• 10:08-10:42 | Leading a Demoralised Team: Restoring energy, focus and accountability

• 10:42-11:00 | Rebuilding Stakeholder Trust: Transparent communication and realistic commitments

• 11:00-11:30 | Coffee break

• 11:30-11:46 | Rebuilding Stakeholder Trust: Transparent communication and realistic commitments (continued)

• 11:46-12:20 | Managing Client Relationships: Handling frustration and expectations

• 12:20-12:53 | Monitoring Recovery Progress: Indicators that the recovery is working

• 12:53-14:00 | Role Play: Communicating a recovery plan to an unhappy client



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Day 5 - Preventing Future Failures

• 09:00-09:27 | Embedding Lessons Learned: Turning failure into organisational learning

• 09:27-09:54 | Strengthening Governance: Gates, assurance and early intervention triggers

• 09:54-10:21 | Improving Estimating and Planning: Using historical data and reference classes

• 10:21-11:00 | Project Manager Development: Building resilience and recovery skills

• 11:00-11:30 | Coffee break

• 11:30-11:45 | Project Manager Development: Building resilience and recovery skills (continued)

• 11:45-12:12 | Portfolio Health Monitoring: Detecting trouble across many projects

• 12:12-13:06 | Building a Recovery Capability: Specialist teams and playbooks

• 13:06-14:00 | Capstone: Participants present a recovery plan for a real or case study project



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Seminar dates

Available seminar dates

Live dates and pricing for Project Recovery: Turning Around Troubled Projects generated from the course details page.

Date	Location	Format	Fee
4 - 8 January 2027	Berlin	Classroom	**€3,400**
11 - 15 January 2027	Dubai	Classroom	**€2,745**
18 - 22 January 2027	Barcelona	Classroom	**€2,175**
25 - 29 January 2027	Cape Town	Classroom	**€1,895**
1 - 5 February 2027	Frankfurt	Classroom	**€2,215**
8 - 12 February 2027	Stockholm	Classroom	**€3,400**
15 - 19 February 2027	Kuala lumpur	Classroom	**€2,425**
22 - 26 February 2027	London	Classroom	**€2,815**
1 - 5 March 2027	Istanbul	Classroom	**€2,250**
8 - 12 March 2027	Malmo	Classroom	**€3,400**



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Date	Location	Format	Fee
15 - 19 March 2027	Cape Town	Classroom	**€1,895**
22 - 26 March 2027	Paris	Classroom	**€2,210**
5 - 9 April 2027	Dubai	Classroom	**€2,745**
12 - 16 April 2027	Amsterdam	Classroom	**€2,415**
19 - 23 April 2027	Dubai	Classroom	**€2,745**
26 - 30 April 2027	London	Classroom	**€2,815**
3 - 7 May 2027	Cape Town	Classroom	**€1,895**
10 - 14 May 2027	Copenhagen	Classroom	**€3,400**
17 - 21 May 2027	Istanbul	Classroom	**€2,250**
24 - 28 May 2027	Barcelona	Classroom	**€2,175**



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7 - 11 June 2027	Cape Town	Classroom	**€1,895**
14 - 18 June 2027	Oslo	Classroom	**€4,200**
21 - 25 June 2027	Dubai	Classroom	**€2,745**
5 - 9 July 2027	Kuala lumpur	Classroom	**€2,425**
12 - 16 July 2027	London	Classroom	**€2,815**
19 - 23 July 2027	Dublin	Classroom	**€3,360**
26 - 30 July 2027	Dubai	Classroom	**€2,745**
2 - 6 August 2027	Cape Town	Classroom	**€1,895**
9 - 13 August 2027	Paris	Classroom	**€2,210**
16 - 20 August 2027	Dubai	Classroom	**€2,745**



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23 - 27 August 2027	Amsterdam	Classroom	**€2,415**
6 - 10 September 2027	Dubai	Classroom	**€2,745**
13 - 17 September 2027	Manchester	Classroom	**€3,360**
20 - 24 September 2027	Cape Town	Classroom	**€1,895**
4 - 8 October 2027	Liverpool	Classroom	**€3,360**
11 - 15 October 2027	Dubai	Classroom	**€2,745**
18 - 22 October 2027	Barcelona	Classroom	**€2,175**
25 - 29 October 2027	Cape Town	Classroom	**€1,895**
1 - 5 November 2027	Frankfurt	Classroom	**€2,215**
8 - 12 November 2027	Dubai	Classroom	**€2,745**



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15 - 19 November 2027	Kuala lumpur	Classroom	**€2,425**
22 - 26 November 2027	Brussels	Classroom	**€3,400**
6 - 10 December 2027	Istanbul	Classroom	**€2,250**
13 - 17 December 2027	Dubai	Classroom	**€2,745**
20 - 24 December 2027	Cape Town	Classroom	**€1,895**
27 - 31 December 2027	Paris	Classroom	**€2,210**
4 - 8 January 2027	Online / Live	Online / Live	**€1,515**
11 - 15 January 2027	Online / Live	Online / Live	**€1,515**
18 - 22 January 2027	Online / Live	Online / Live	**€1,515**
25 - 29 January 2027	Online / Live	Online / Live	**€1,515**



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1 - 5 February 2027	Online / Live	Online / Live	**€1,515**
8 - 12 February 2027	Online / Live	Online / Live	**€1,515**
15 - 19 February 2027	Online / Live	Online / Live	**€1,515**
22 - 26 February 2027	Online / Live	Online / Live	**€1,515**
1 - 5 March 2027	Online / Live	Online / Live	**€1,515**
8 - 12 March 2027	Online / Live	Online / Live	**€1,515**
15 - 19 March 2027	Online / Live	Online / Live	**€1,515**
22 - 26 March 2027	Online / Live	Online / Live	**€1,515**
5 - 9 April 2027	Online / Live	Online / Live	**€1,515**
12 - 16 April 2027	Online / Live	Online / Live	**€1,515**



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26 - 30 April 2027	Online / Live	Online / Live	**€1,515**
3 - 7 May 2027	Online / Live	Online / Live	**€1,515**
10 - 14 May 2027	Online / Live	Online / Live	**€1,515**
17 - 21 May 2027	Online / Live	Online / Live	**€1,515**
24 - 28 May 2027	Online / Live	Online / Live	**€1,515**
7 - 11 June 2027	Online / Live	Online / Live	**€1,515**
14 - 18 June 2027	Online / Live	Online / Live	**€1,515**
21 - 25 June 2027	Online / Live	Online / Live	**€1,515**
5 - 9 July 2027	Online / Live	Online / Live	**€1,515**



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2 - 6 August 2027	Online / Live	Online / Live	**€1,515**
9 - 13 August 2027	Online / Live	Online / Live	**€1,515**
16 - 20 August 2027	Online / Live	Online / Live	**€1,515**
23 - 27 August 2027	Online / Live	Online / Live	**€1,515**
6 - 10 September 2027	Online / Live	Online / Live	**€1,515**
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1 - 5 November 2027	Online / Live	Online / Live	**€1,515**
8 - 12 November 2027	Online / Live	Online / Live	**€1,515**
15 - 19 November 2027	Online / Live	Online / Live	**€1,515**
22 - 26 November 2027	Online / Live	Online / Live	**€1,515**
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